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RECRUITER

The United States Army Recruiting Command



Smart Quotes

Even though schools plan to connect kids to the Internet, most teachers say television is the most useful medium for helping them teach, reports Modern Education Services.

When asked which technologies they want in the classroom,

teachers rate TV first (98 percent), followed

by personal computers (95 percent), VCRs (92 percent), telephones (73 percent), and the Internet (57 percent).

The report says that although the Internet is an exciting concept for education, most schools don't have the capabilities to use it to its fullest potential.

(Research Alert, September 1996)

U.S. school districts will spend an estimated \$4.1 billion on education technology during the 1996-97 school year, up from \$3.9 billion in 1995-96, according to Quality Education Data. The average district plans to spend \$92.70 per student on technology in 1996-97, up from actual spending of \$90.17. Hardware purchases will make up 62 percent of the technology expenditures.

(Research Alert, September 1996)

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About 21.6 percent of people who were poor in 1992 were not poor in 1993, reports the U.S. Census Bureau.

A proportion of the total population was poor on a chronic basis: 4.8 percent (11.9 million) were poor all 24 months of 1992-1993. Half of all

spells experienced by blacks lasted longer than 6.2 months (4.6 months for whites). The elderly accounted for 11.1 percent of chronically poor, but only 8.3 percent of those who were poor in an average month.

(Research Alert, November 1996)

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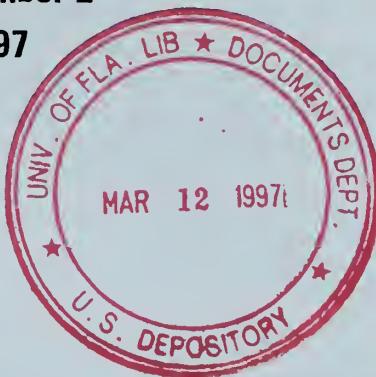


FLARE
The United States Army Recruiting Command

Recruiter Journal

VOLUME 50, Number 2

February 1997



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ON THE COVER: GEN Colin Powell (Ret.), Chairman of the Joint Chiefs of Staff during Desert Storm; GEN Daniel "Chappie" James Jr., America's first black four-star general; and Tuskegee Airmen in 1943, first all-black Air Corps squadron. Collage graphic design by Joyce Knight, HQ USAREC.

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DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

REPLY TO
ATTENTION OF

RCCS



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MEMORANDUM FOR ALL Brigade, Battalion, Company and Station Commanders

SUBJECT: The Challenge of Fiscal Year 1997

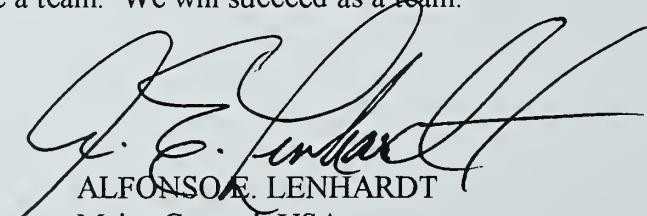
1. As you are all well aware, the FY97 mission is higher than any of the past 6 years, and it is a major increase over last year's mission. Though challenging, I believe we have what it takes to rally and achieve this critical mission for America's Army. We faced a similar problem in the spring and summer of FY96 when our mission was unexpectedly increased by over 5,400 contracts. Everyone rallied and we achieved the higher mission, and we started FY97 with a much better entry Delayed Entry Program (DEP) than we expected. I am convinced that we can do it again by adhering to three basic principles:

a. It is extremely important that everyone understand that this is not a short burst operation. Our effort must be intense and sustained. Consequently, it is of the utmost importance that we maintain our professional and personal balance. We **MUST NOT** neglect our responsibilities to soldiers and families. We will continue to celebrate national holidays and other time-off policies. Specifically, my policy of 2 half days off each month remains in effect and will not be amended or compromised by anyone -- not even the individual recruiter.

b. Immediate results can be gained by working our basic recruiting tools. Prospect in the markets we are missioned for. Contact every Center of Influence (COI) and rally them to assist. Post our areas and tell the Army story to everyone with whom you come in contact. Work the colleges for stopouts and those still looking for employment through the colleges' job placement office. Work our Lead Refinement Lists (LRLs) to their fullest extent. Work every eligible student who took the School Armed Services Vocational Aptitude Battery (SASVAB). The USAREC WEB page and the 1-800-US ARMY number produce valuable "type-in" leads -- work them aggressively.

c. Our near term success, leading to mission accomplishment at yearend, will rest on our ability to build our markets and increase the number of people we can talk to directly. We must get maximum attendance at every SASVAB that is scheduled. We must expand the number of high schools that give the SASVAB. Most importantly, we must work every qualified person on the SASVAB before the other services -- **"First to Contact is First to Contract."**

2. Our Army is counting on each of us! You represent the best of everything in the Army -- be proud to share your pride and commitment. We are a team. We will succeed as a team.


ALFONSO E. LENHARDT
Major General, USA
Commanding

"RECRUITING FOR AMERICA'S ARMY"

Individual Recruiting Mission

in-di-vid-u-al -- The dictionary defines the word *individual* as "of or pertaining to a single human being"; "by or for one person"; "existing as a distinct entity."

On the first of February 1997, this command started missioning at the individual recruiter level. The change for many of you is transparent since many of our station commanders have been giving you an individual mission each month. For the rest of you this change may seem a significant departure from what you are doing today. The missioning of individual recruiters has been a tried-and-true method for mission accomplishment since the beginning of the all-volunteer force in 1973.

You may ask yourselves if this is a true statement, then why did we change our business practices two years ago and eliminate the individual recruiter mission, if it had proven successful in the past. The answer is simple, an individual mission never really went away; under the team concept of station missioning, each and every member of the station had his or her share of the mission to accomplish. The contribution towards the success of the station was, in fact, your "individual" mission. A collective effort designed to meet and exceed the station's assigned objective was the intent of station missioning; that intent is still here. Now more than ever, each member of the team will have an individual part of the station mission to achieve and overproduce, for which they can be recognized for not only the station's overall success, but also for their own individual contributions towards that success.

On Feb. 9, 1996, MG Alfonso E. Lenhardt took command of USAREC. As part of his command philosophy, he imparted several key and essential themes that have even more relevance today. I share in the significance his philosophy of having our Noncommissioned Officers live up to the expectations of our Army leadership to meet the mission challenges before us. In doing so, I also believe in the missioning of our field force at the individual level for those same reasons expressed by our commander. "The empowerment of our NCOs means that a quality NCO is given the tools and training to perform the job, is placed in a market that supports the mission, and is given the authority necessary to perform the tasks associated with that job."

What this means is simple. Each and every one of you now have a mission formally assigned. It is the station commander's responsibility and first sergeant's duty to ensure that you are trained to recruit and have adequate resources to support the mission given to you. You have the responsibility, duty, and mission to meet or exceed the assignment given you. You are an individual who is part of a team. You must work together towards one common goal, and that is



CSM Brooks

to provide the strength our Army requires. Nothing less is expected nor should be acceptable to or from you.

Every soldier must understand that "personal and professional integrity is non-negotiable, you must enter every situation with forthrightness and honesty." This is something that cannot be overstated.

Making mission with integrity has been and always will be the phrase of the day, but the real meaning within the CG's statement is that each and every one of you has integrity and only you can compromise it, only you can throw away this virtue, only you can maintain the dignity, respect, and professional performance of duty expected of you, every hour of every day.

The individual mission requires that each and every member of this command understands and supports the individual mission accomplishment plan. Your mission is just a number, the very minimum expected from you with respect to the formal assignment of the mission. It is your job, it is what the Army expects from you, it is the measure of your professional soldiering ability, to accomplish the mission. There has never been nor will there ever be success at anything less than 100 percent, so do not fool yourself nor your fellow recruiters — your accomplishment of your mission is vital to the overall success of your station, company, battalion, brigade, USAREC, and our Army. This is a major task with critical elements that must be made, and each and every recruiter has a role in its success or failure.

You will be receiving instructions and training via your chain of command with respect to building your mission assignment plan for your individual mission. Remember, the plan is just that, a plan. You may need to adjust your plan to ensure success, but remember that the driving force in any plan is the amount of prospecting necessary to accomplish your mission. You will develop an individual plan built upon your own conversion data, and this plan will be formulated on recruiting for quality. You are responsible for your plan, but, more importantly, you are responsible for your mission.

So, in the final analysis, what is an individual recruiter mission? It is accountability, responsibility, and ownership. The mission is yours, the rewards are yours, the sense of pride for having done well and accomplishing an individual task is yours. And as an individual on whom the "team" relies, the sense of being a team player is yours, provided you take the mission assigned and enlist them one individual at a time. The individual mission box can be accomplished with an attitude that says, "I recruit everyday, regardless of my mission, and I will enlist as many people as possible every month. I am a recruiter and that's what I do!"

CSM Thomas R. Brooks

A USAREC resolution

With all the resolutions made at this time of year, there is one we can make across USAREC: Resolve to improve our unit sponsorship programs.

In USAREC, incoming soldiers rely much more on their sponsors for good information concerning their new assignments than soldiers serving on or near military installations. The familiar ACS center welcome packet and Standard Installation Topic Exchange Service (SITES) booklets are not available in most USAREC locations. Sponsors must take a more active role in welcoming new members to their new command. Commanders and senior NCOs must ensure sponsors are given enough time to do the job right.

Now is the time, before the hectic PCS months of summer, to take a good look at battalion, company, and station welcome packets, checklists, and sponsor letters to ensure they contain up-to-date information about the duty assignment. This is a good time to contact local chambers of commerce, hospitals, and government offices to get updated information on available services, vehicle licensing, utility information, and local attractions. It's also a good time to check inprocessing checklists to ensure all the bases are covered. Don't overlook the special needs of soldiers enrolled in the Exceptional Family Member Program.

Nonappropriated funds are available in all battalions to reimburse child care costs of spouses attending newcomers' orientations. It's a great idea for spouses to get involved with their new unit early on and find out about TRICARE, family support groups, and AFTB.

USAREC family services coordinators help commanders by providing sponsorship training while the mechanics of the sponsorship program are performed by the personnel who monitor assignments in the S-1 offices. Even the most seasoned soldiers benefit from attending sponsorship training. Remember that a commander's welcome and a sponsor's support are the first indicators incoming soldiers and families use to measure the quality of life in their new units. When people feel they are important to the unit, they take pride in belonging to that unit. They also pass on that pride when they serve as sponsors later in their assignment.

Improving unit sponsorship programs — a resolution we can make and keep.

New WWW pages on line

The new Recruiting Station Web Page is now posted to the USAREC web site. By clicking the "Recruiters On-Line" button on the USAREC home page, a page appears that prompts the user to enter their ZIP code for the nearest recruiting station (either Active, Reserve, or Health Care Recruiting Team).

After the user enters the ZIP code and presses return, the page merges with the CIMS data base to bring up a page that shows the station name, address, and phone number. The user has the option of sending e-mail directly to the recruiting station from the page or may click the hypertext word "form" to fill out a form and send it to the LEADS center.

This now provides every recruiting station and Health Care Recruiting Team in the command with a presence on the Internet. Stations will be receiving e-mail directly from prospects and need to respond to it promptly, just as they would respond to a phone call from a prospect.

JRISS on the move

The 3d Brigade fielding is on target to begin in June 97. They will receive laptops with an office package, the Army JRISS Multimedia Sales Presentation, mail software, forms package, and an applicant screening tool. Key to the fielding is the training of the unit trainers, information management specialists, and supply personnel on system capabilities and accountability procedures. Emerging results from the Louisville Company fielding show that in October and November their conduct-to-test conversion increased from 22 percent in FY 95 to 28 percent in same period FY 96.

Interestingly, they conducted 5 percent fewer appointments, but yielded 18 percent more tests. This small data sample provides some positive proof that the Army JRISS Multimedia Sales Presentation on the laptop is getting the message to the market and assisting recruiters in getting test commitments. The proof of concept fielding is being extended to the Radcliff (Ky.) Company this month to gather more production and reliability data on a new, more rugged laptop.

Next month we will have more information on the April 1997 fielding of the Army JRISS Multimedia Sales Presentation to all recruiting station desktops.

The USAREC JRISS Office (RCRO-JRISS) is located in the JRISS Project Management Office, Building 6580, Fort Knox, Kentucky, 40121. The team leader is MAJ Gary Minadeo, (502) 626-1137, cc:Mail - Minadeo, Gary.

Gulf War operational records declassification

The following is a message received from the Department of Defense:



DOD is looking for all information relevant to health problems experienced by veterans of the Persian Gulf War. Among other initiatives, DOD asked the Army to lead the effort in locating and declassifying all existing operational records containing health related information. We will continue the search as long as there is a possibility that operational records may be found.

To date, we have collected and reviewed two million pages, accounting for most corps and division records. As you would expect, not all unit level (brigade through separate company) records are available. Chain of command reporting ensured significant information originating in lower level units was duplicated in higher headquarters logs. However, in an effort to locate all available records through separate company level, we are asking for any information you may have about the location, storage, shipment, or destruction of operational records from Operation Desert Shield/Storm, either in your current or former units.

Specifically, we are looking for daily staff journals, logs, SITREPS, spot reports, incident reports, significant activity reports, personnel reports, intelligence reports, operations reports, NBC reports, logistic reports, unit medical records (no personal records), memoranda, and messages generated during the Persian Gulf War. If you have knowledge of the whereabouts or disposition of these types of records, contact the U.S. Army Gulf War Declassification Project (GWDP) with the following information:

- A. Your name, unit address, duty phone number, and e-mail address.
- B. General description, type, location, and quantity of records.
- C. Any information concerning the disposition of operational records (date, location, and place last observed).

The GWDP address is:

U.S. Army Gulf War Declassification Project
5111 Leesburg Pike, Suite 401,
Falls Church, VA 22041-3206,
DSN 761-4219, comm(703)681-4219,
fax-6556, or e-mail:
pgwrecords@cmh-gwdp.army.mil.

GWDP personnel will review your input and contact you with further instructions. If you are in possession of operational records, they will either ask you take them to your unit/organization postal clerk for mailing to GWDP, or you will be provided with other disposition instructions. Units should make copies of any records required for historical or other purposes and forward originals to GWDP.

Our records collection and declassification efforts are in concert with a presidential directive to leave no stone unturned in searching for a possible cause for Gulf War illnesses. Our top priority is the care and welfare of soldiers and veterans of the Persian Gulf War. We are also fully committed to continuing the search for information and ensuring we have located all available operational records.

Your assistance in this regard is appreciated.

SDAP changes

The National Defense Authorization Act increased the production recruiters' Special Duty Assignment Pay (SDAP) to \$375 per month, effective Apr. 1, 1996, as directed by the Assistant Secretary of Defense for Force Management and Personnel (ASD/FMP). A new rate of \$375 was created for production recruiters at SDAP Level 6. The ASD/FMP also directed the elimination of graduated payments for SDAP levels for recruiters during their first nine months on production. Upon graduation from Recruiting School and reporting to the recruiting assignment, all production recruiters are entitled to SDAP Level 6.

The Department of the Army defined production recruiters as field recruiters, AMEDD Detachment enlisted recruiters, SF recruiters, TWO recruiters, station commanders, first sergeants and battalion command sergeants major or sergeants major. DA also authorized the following recruiting personnel SDAP Level 5 (\$275): guidance counselors, senior and master trainers, operation

NCOs and exhibitors (including AMEDD Detachment operations NCOs and trainers). All staff level recruiters (brigade and headquarters), USAREC CSM, recruiter instructors, and the DA staff recruiter are authorized SDAP Level 4 (\$220).

Many factors were considered before the final decision was made as to which recruiters received the respective amounts. Some key factors considered were the intent of the law that increased SDAP for recruiters, the implementation plan of the other services, and fiscal limitations. While USAREC was hopeful that more of the recruiter force would receive the maximum rate, recruiters can be assured that the final SDAP program approved by the Assistant Secretary of the Army for Manpower and Reserve Affairs is sound.

Initial complications experienced in the personnel/finance interface with SDAP transactions have caused the Army, and Defense Finance and Ac-

counting Service leadership, to suspend the interface until computer software re-programming can be achieved. Input of SDAP is now being made by the finance office servicing each recruiter's pay account. As soon as the interface is corrected, the MILPO will again input the SDAP transactions.

Web site a winner

In an unofficial web site contest, writer Neff Hudson of the **Army Times** has identified 6th Brigade's TEAMWEST web site as the top military web site of the year.

Approximately 20 sites were judged on criteria that included being fast and easy to load, easy on the eyes, informative, and interactive. In the Jan. 20 edition, Hudson describes 6th Brigade's site as having "a lot to like."

You can visit the 6th Brigade's web site at <http://www.teamwest.com>.

Congratulations, 6th Brigade!

HRAP garners quality referrals

PT2 Michael Garcia returned to Hinesville (Ga.) Recruiting Station for 10 days in December and quickly made a name for himself, according to his recruiter, SSG Donald Jones.

"Mike hit the ground running," Jones said, "and he never let up. He believes so strongly in the Army and what it's done for him that his level of enthusiasm and intensity makes him very believable when he talks with prospects."

Garcia's numbers speak loudly. He produced 16 referrals. Seven were qualified; four enlisted, three of whom were I-IIIA. His hard work earned Garcia the Army Achievement Medal.

"He helped us put in a IIIA while he (Garcia) was a DEP soldier. That's how he earned a promotion to PV2 while he was in the DEP," explained SFC Thomas Stirewalt, Hinesville station commander.

Garcia explained his dedication to the task. "I believe everybody should serve some time in the military. Also my drill sergeants at Fort Sill (Okla.), SSG Antonio Dunston and SSG Keith Coleman, instilled in me that when you're given a mission, you complete it and your goal should be to exceed it. I'm a soldier, 24 hours a day, seven days a week."

"Mike would come into the station during his assigned work hours and work for us," Jones said, "then he'd go home, change into his civvies and go out through the community with a handful of my business cards. I've never met anyone like him. He lends tremendous credibility to our recruiting efforts in the community."

"Part of my talking to people about the Army was about money for college and how the Army can help them like they did me with the GI Bill," Garcia said. "I also told some of them they have to grow up, be an adult. And that the Army is all about teamwork. A hard-working team can accomplish anything."

And so can a hard-working HRAP.



Garcia (left) and recruiter Jones.

THE FOLLOW-UP

by MSG Murry Q. Toney Jr.
Recruiting Operations

All too often in recruiting we forget to accomplish a key factor that will make us more successful — effective follow-ups! More sales are lost as a result of the salesperson's failing to follow up than for any other reason. Proper follow-ups must be made to ensure that all recruiter tasks (i.e., lead generation, prospecting, sales presentations, processing, and DEP/DTP maintenance) are accomplished.

Timely follow-up is of the utmost importance. A general rule of thumb is to accomplish the initial follow-up within 72 hours of conducting the appointment. The follow-up appointment should also be face-to-face. Common sense should be applied to all other follow-ups. Good follow-ups will result in:

- More leads generated.
- More prospects.
- More sales presentations.
- More applicants.
- More enlistments.
- Less DEP/DTP loss.
- Success!

Follow-up is a term used loosely in recruiting, however the importance of periodic follow-up cannot be overemphasized.

1. Get the parents or spouse involved. Telephonic or personal follow-up should include parents to keep them informed and involved.

2. Send out greeting cards (e.g., birthdays, Christmas, etc.) not only to DEP/DTP members, but also to parents, spouses, and soldiers who are on active duty. Remember — funds are not available to pay for greeting card expenses.



Recruiters in the Beckley Battalion have successfully followed-up with this applicant. (Photo by Dee Register)

Whether you're recontacting a COI or VIP to obtain a lead, calling a prospect who was a no-show, or checking on a doctor's letter, you are in fact following up.

How to follow up

You, as a salesperson, are "The Army" to the public, and it is up to you to bring your knowledge and information to them. Recruiters have a tendency to stop doing follow-ups once a new soldier enlists into the DEP/DTP or ships to basic training. Follow-ups should be as aggressive after the soldier enlists or ships as it was during the pre-DEP/DTP stage. The concern recruiters demonstrate for soldiers after they enlist and ship pays off in future enlistments.

One way to implant this idea is to make the new enlistee and their family feel welcome in the "inner circle" of the Army. Let them know that they are members of a much larger family—the Army family. Welcome them into this circle with *genuine* warmth and friendliness. Actions speak louder than words; here are a few ideas that will help you to get these thoughts across and make your job easier:

- a. Congratulate your enlistees after they have taken the oath of enlistment. Let them know that they are a welcome member of the team. Let them know they have accomplished a very desirable feat. After all, they have made the team—and not everyone can do that.
- b. Introduce new enlistees to other recruiters in your office. This may be done before they enlist; however, it is normally more effective after they have signed up. Again, by this little act of friendliness you will make them feel wanted and welcome.
- **Cordial relations.** When other recruiters bring one of their enlistees to you, put yourself out for them. Make a special effort to congratulate them and make them feel at home. Put yourself in their place. They are probably feeling a little apprehensive and a little

awkward. They are not sure what is going to happen to them now that they're "in." Didn't you feel the same way? They have probably heard the same horror stories that you did about the Army, especially the old gag about the supply sergeant who growls, "We got two sizes of uniforms, too big and too little. Which'll ya have?" The enlistee is probably a little worried that there might be some truth in this story, but you know there isn't. You must put them at ease.

- **Value of establishing rapport.** The nice, friendly things that you do at the beginning will pay off. Your enlistee will remember them, and it will help them over the rougher hurdles that might come later as they go through BT, AIT or to a unit. They will remember those nice things, and they will tell others about your friendliness. They will tell friends, some of which might be good prospects for you.

c. **Give your new enlistee some literature to read** — any literature you might have on hand that will tell them a little more about the life ahead of them. Get them off on the right foot by going over some of the literature. Don't allow them to get into trouble or become apathetic through ignorance of what is expected. They will appreciate the friendly advice. Let them know about some of the new rules they will have to live by—for instance, the Uniform Code of Military Justice.

NOTE: This does not substitute for an effective DEP/DTP orientation in accordance with USAREC Regulations 350-6 and 601-95.

d. **Make a personal call on your enlistee's family.** This idea has a selfish motive as well as one of being helpful to the enlistee and his family. However, it is selfish only in that, if done properly, it will help you to get some valuable information that will help you in doing a better job.

- **The call.** About a week after your enlistees leave for training, call on their families. Talk to their parents or guardians, spouse, brothers, and sisters. An evening call would probably be best because everyone will more than likely be home. Ensure you telephone first to make your visit as convenient as possible for the family. While you are there, ask for the latest news about the enlistee. This interest will prove to the family that the Army is not a big, cold, heartless, impersonal organization. They will come to understand that the Army is made up of individuals like their son/daughter and they will spread this feeling among their friends. They will do a lot of your public relations work for you. Their opinions will carry weight because they can be termed satisfied users of your product.

- **Value of the call.** When you make your call, you can accomplish three things. First, you can build good will for the service by letting the family know that the Army is interested in the enlistee. Second, you can

assist the family by answering questions they may have about their son's or daughter's training. Third, you can get the names of other prospects. These names will keep your prospect list fresh and up-to-date. This is the "selfish" part of this step, but it is important to you because names that you get this way will usually become solid prospects for an enlistment. Remember to always secure the family's permission before you use their names as references.

- e. **Correspond with your enlistees whenever possible.** It is impossible to correspond regularly with all of them. A good idea for keeping in touch with soldiers is to present each DEP/DTP member, on his/her AD date, with two self-addressed stamped envelopes. Tell the DEP/DTP member you would like him or her to write you once in BT and again in AIT. Instruct them to tell you the bad as well as the good so you can better prepare future soldiers. Always reply to any correspondence and ask how they are progressing. They will need and appreciate a friendly letter. Your files of old letters can be good testimonials to show prospective enlistees.

The business of looking for prospects is like perpetual motion; and if you are an Army salesperson who is on the ball, you won't overlook a single opportunity to get testimonials or new prospects. For instance, after your enlistees have had time to progress in their new life, call on his family again; or, when you meet them on the street, talk to them and ask how they are doing. Maybe they've had an experience that you can use as proof of the advantages of enlisting in the Army. If the family is well satisfied, you can bet it will help to get others to enlist.

There are numerous other means of utilizing follow-ups to your advantage. Be innovative and share your ideas with others. Follow-up effectively and increase your success rate. Utilize the experience of your station commander and first sergeant to enhance your pool of techniques and ideas.



Honoring the Black

— February is Black History Month



Above: MSG (1SG) Fred Bowen from Montgomery, Ala., and Benjamin O. Davis Sr. were members of the 1348th Army Aviation Engineers in the Philippines. Davis went on to become the first black general in the US Army.

(Photos from the archives of the Veterans of Foreign Wars, Kansas City, Mo.)

At right: It's back home for this group of American soldiers, for a well-deserved furlough and their reassignment from the China-Burma-India theater during World War II.



As we reflect during this month celebrating African-American history, let's look at the words spoken by a member of the 55th Massachusetts Infantry just 100 years ago. In 1892, COL Norwood Penrose Hallowell made the following remarks about black soldiers:

"We called upon them in the day of our trial, when volunteering had ceased, when the draft was a partial failure, and the bounty system a senseless extravagance. They were ineligible for promotion, they were not to be treated as prisoners of war. Nothing was definite except that they could be shot and hanged as soldiers. Fortunate it is indeed for all of us, as well as for them, that they were equal to the crisis; that the grand historic moment which comes to a race only once in many centuries came to them; and that they recognized it."

Many see the start of African-American heroism in the military with the start of the Civil War, some the American Revolution. But, in reality, African-Americans were part of military history since the 1600s.

At first, African-American soldiers were few in number. The white colonial militia would rely on black soldiers to clear a blockhouse. In times of emergency, when threatened by invasion or Indian attack, they entrusted the African-

Soldier

American with musket, ball, and powder. When given the opportunity to fight, African-American soldiers did extraordinarily well, but when the threats subsided only a few token black soldiers would remain.

The original militias required both white and black soldiers to help defend domestic order against Indian attack and European transgressions. But by 1662, the colonies, apprehensive about training slaves in the use of arms, began restricting African-Americans in military affairs.

Although an estimated 5,000 black soldiers fought with the Colonial forces in the American Revolution, their services and achievements were quickly forgotten after the war. Political and social policy dictated that they be barred from the regular armed forces and militias of the new nation.

It was not until the Civil War that African-Americans were again allowed to bear arms. In fact, it was during the Civil War that "Negroes" became officially recognized as a permanent part of the United States armed forces.

In a bloody assault on Battery Weakness near Charleston, S.C., in the summer of 1863, as depicted in the movie *Glory*, a suicidal assault by the 54th Massachusetts Infantry resulted in the death of over one-third of the regiment, including their commander, COL Robert Gould Shaw. The 54th included recruits from every state in the Union and were the African-American elite of that day. Nearly 180,000

African-Americans served under white officers in a segregated Army during the Civil War.

Abolitionist-orator Frederick Douglas, father of two members of the 54th Massachusetts Infantry, declared:

"Once let the black man get upon his person the brass letters U.S., let him get an eagle on his button, and a musket on his shoulders, and bullets in his pocket, and there is no power on Earth which can deny that he has earned the right to citizenship in the United States."

The black soldier had fought his way into the Union Army by courage, tenacity, and sacrifice before he was officially recognized as a soldier. In the century that followed the Civil War, African-Americans frequently echoed Douglas's sentiments, determining that if their civil rights could not be guaranteed by logic, justice, and humanity, they would win those rights with courage, loyalty, and blood.

In 1866 Congress decreed the regular Army should include six black regiments, four infantry and two cavalry. Troopers of the 9th and 10th Cavalry Regiments shared a nickname — the Indians called them "buffalo soldiers" because of their hair's resemblance to buffalo hair.

In 1880, the Buffalo Soldiers were instrumental in subduing Victorio, a leader of the Mescalero Apaches. History says that, although the Apaches eluded the Texas Rangers



Shown here are members of the Harlem Hellfighters, the 369th Regiment, an all-black, all-volunteer unit that served with the French 16th Division in World War II. The 369th lost half its men and was in frontline combat for longer than any other unit in the war.



A black member of the 3d Infantry Division in Korea, 1951.

from 1877-1880, they met their match in the Buffalo Soldiers, who pursued and fought the great chief over thousands of miles in an unrelenting contest of courage, skill, endurance, and attrition.

Despite their achievements, the Buffalo Soldiers received virtually no credit at the time. Nearly 20 years later, the 9th and 10th Cavalries made their presence known in the Spanish-American War when their regiments cleared the way for the charge by Teddy Roosevelt's Rough Riders up San Juan Hill in Cuba. As a result of that battle, two members of the 10th were awarded Medals of Honor for their gallant service.

During World War I, the Army had few problems in attracting African-American soldiers to the recruiting office. Major General Tasker H. Bliss, assistant to the Chief of Staff, said:

"The Negroes seem to take naturally to military service and at this moment at the snap of a finger we could recruit all of our colored regiments to war strength and plenty more."

The Army wanted to ensure African-American support in the war against Germany and tried to find assignments for black soldiers that would separate them from whites to minimize the possibility of race riots.

About 200,000 African-American soldiers served in France during World War I. The all-black 369th Infantry Regiment, which served directly under the French, received high praise from its French commander. They never lost a prisoner, a trench, or a foot of ground during 191 days under fire, which was longer than any other American unit.

A pivotal year for black service in the armed forces came in 1940. During the summer, debate on the proposed Selective Service Act gave African-Americans and their allies an opportunity to present their views before Congress and the nation. They formed a lobby to end racial discrimination in defense employment.

Congress voted to give African-Americans the opportunity for military service that their spokesmen had de-

manded. Therefore, when the Selective Service Act became law in mid-September, it specified that there would be no racial discrimination in the interpretation or execution of the new legislation.

Roosevelt, seeking a third term and needing the African-American vote, announced a revised racial policy in October 1940. He agreed the number of black soldiers in the Army would correspond to their percentage in the general populace. In addition, he pledged to African-Americans that they would be eligible to serve in the Army Air Corps and would also be eligible for officer training in other branches of military service. They would also have access to civilian jobs at Army posts. The White House then announced that COL Benjamin O. Davis

Sr. would be promoted to brigadier general, the first African-American officer ever to achieve this rank.

December 1944 brought shortages of infantry riflemen replacements in Europe. This compelled the Army to ask for volunteers from all-black units. Within two months, 4,560 African-American soldiers volunteered, some taking reductions just to sign on. Of the more than 2.5 million African-Americans who registered for the draft in World War II, about 909,000 served in the Army.



Black members of the 173d Airborne Brigade after a search and destroy mission in Vietnam in 1965.



1st Infantry Division soldiers were welcomed home from the Persian Gulf on March 8, 1991.

Large American involvement in Vietnam began during the summer of 1965. President Johnson approved bombing of the North, at first in response to guerrilla attacks on American troops in South Vietnam, later to force North Vietnam into giving up plans to conquer the South.

In contrast to the two World Wars and the early days of the Korean conflict when African-Americans had to fight for the right to fight, the Vietnam War brought charges that black soldiers were doing more than their fair share of fighting. Incidents with racial overtones plagued the Vietnam period. It was obvious that military inter-group relationships reflected some of the same tension that had developed in American society.

In 1991, African-Americans made up 104,000 of those sent to Southwest Asia to liberate Kuwait from Iraqi invasion. Operation Desert Storm highlighted the military's stature as an institution of opportunity for African-Americans.

Now, after more than 20 years of an all-volunteer Army, African-Americans are fully integrated into the Army. The ultimate honor came when GEN Colin Powell was named the Chairman of the Joints Chiefs of Staff, the first African-American to serve in this position.

In 1992, when the Buffalo Soldiers were finally recognized with the dedication of the National Buffalo Soldier Monument at Fort Leavenworth, Kansas, GEN Powell made this remark:

"I know where I came from. I stand before you the first African-American chairman of the Joint Chiefs of Staff, and I am deeply mindful of the debt I owe to those who went before me. I climbed on their strong backs; I will never forget their service or their sacrifice."

So look back to those strong backs mentioned by GEN Powell. They fought for their nation, and had to fight for the right to fight. This nation and its Armed Forces owe them gratitude and honor.

Reprinted from the *Recruiter Journal* archives.

February is Black History Month



At left is a graphic depiction of civil rights leaders who helped our Nation make progress in this important social arena. From the upper left:

President Lyndon B. Johnson
Rosa Parks
Martin Luther King Jr.

From the lower left:

A protestor who marched from Selma to Montgomery, Alabama, 1965.

Roy Wilkins
Martin Luther King Jr.
Coretta Scott King
(Original drawing by Joyce Knight)

Recruiters can "merit" early promotions



Did you know that recruiters can earn meritorious promotions to staff sergeant and sergeant first class? Under a program that began in fiscal year 1989, detailed recruiters can be promoted to staff sergeant after they earn the recruiter ring, and up to 10 career recruiters (79R) can be promoted early to sergeant first class.

Both Regular Army and Active Guard/Reserve soldiers can earn a meritorious promotion, but they must meet different criteria. Keep reading for the details. Please read carefully — it could mean an extra stripe for you and more money in your wallet.

Regular Army Merit Promotions

To Staff Sergeant: The Deputy Chief of Staff of the Army for Personnel (DCS PER) has authorized the Commanding General, USAREC, to request meritorious promotions to staff sergeant for detailed recruiters who have earned the recruiter ring. These promotions require an exception to policy from DCS PER for time in service, time in grade, and promotion cut-off scores.

Merit promotion selection criteria are:

- Recruiter must be a detailed recruiter holding a PMOS other than 79R.
- Recruiter must be a graduate of BNCOC.

- Recruiter must meet standards of AR 600-9 and meet DA standards for appearance, bearing, and deportment.
- Recruiter must have met USAREC requirements for award of the recruiter ring.

Just like every personnel action in the Army, the process involves paperwork. No surprise there. When a detailed recruiter has met the requirements for the recruiter ring, his or her commander must recommend the meritorious promotion in addition to requesting the ring. The promotion recommendation and the recruiter ring request are separate actions although they are closely linked. Commanders should process these actions simultaneously since the effective date of promotion (and the start of the pay raise!) is the date the DCS PER approves the promotion.

Both requests must be forwarded to HQ USAREC through the chain of command. Packets for meritorious promotions must include letters of recommendation from the commander and senior noncommissioned officer at each level as well as the recruiter's last three NCOERs, APFT card, current DA Forms 2A and 2-1, and production reports.

For you hard-charging recruiters out there, this process probably sounds too easy. So, what's the catch? If you, a detailed recruiter, have reclassified to 79R as a sergeant (E-5) before earning your ring, you cannot be meritoriously promoted. Reclassifying means that you are no longer a detailed recruiter. Remember, these meritorious promotions are only for detailed recruiters.

So, if you are close to earning your ring and also thinking about reclassifying to 79R, check your current promotion point total and talk to your first sergeant, company commander, or battalion PSNCO for advice, especially if you have not yet attended BNCOC. Currently, DCS PER will approve meritorious promotions for recruiters who have not yet graduated from BNCOC, but the effective date of the promotion won't be until the graduation date.

To Sergeant First Class: The DCS PER has authorized the Commanding General, USAREC, to request as exceptions to policy up to 10 meritorious promotions to sergeant first class each fiscal year. As is the case with meritorious promotions to staff sergeant, these too require DCS PER approval



for exception to time in service and time in grade requirements.

Merit promotion selection criteria are:

- Recruiter must have a minimum of 6 years time in service and 2 years time in grade.
- Recruiter must be an ANCOC graduate. Conditional promotions are authorized.
- Recruiter must meet standards of AR 600-9 and meet DA standards for appearance, bearing, and deportment
- Recruiter must be a 79R or agree to reclassify to 79R.

These promotions are awarded on an annual basis at the CG's discretion. Historically, the CG distributes one authorization to each brigade commander and reserves the remaining five to award as he chooses. Sometimes, though, the CG will allocate all 10 promotion authorizations to the brigades. That decision is made before the Personnel Directorate, HQ, USAREC, announces the instructions and suspense dates for that year's meritorious promotions, which usually occurs in February or March each year.

Commanders are encouraged to select their best, most qualified soldiers for promotion. Recommendations must be forwarded through the chain of command to HQ, USAREC, and include letters of recommendation from commanders and senior noncommissioned officer at each level, NCOERs received during assignment to USAREC, microfiche, APFT card, DA Forms 2A and 2-1, production records, and a DA official photo.

Merit Promotions for USAR AGR Recruiters

The good news: DCSPER has authorized an unlimited number of promotions to SSG and SFC for initial recruiting tour soldiers and a total of 10 merit promotions for subsequent recruiting tour soldiers (five to SSG and five to SFC) each calendar year.

The bad news: The policy regarding the number of promotions authorized and the criteria for selection have changed several times since 1988. This turbulence in policy, along with a lack of education in first-line leaders, may have contributed to the low number of USAR AGR soldiers promoted meritoriously.

The straight story: There are three categories for merit promotions for USAR AGR soldiers: initial recruiting tour soldiers, subsequent recruiting tour soldiers, and USAREC annual awards winners. Each category has its own criteria, so make sure both you and your first-line leader understand the details and the process.

Initial recruiting tour soldiers: This category includes all soldiers serving their initial 36 months in recruiting. There

is no limit to the number of soldiers who may be promoted in this category. Detailed recruiters may be recommended for meritorious promotion only if they are willing to reclassify to PMOS 79R upon acceptance of promotion.

All soldiers in this category:

- Must earn the recruiter ring during the first 36 months on recruiting duty.
- Must be recommended by the entire chain of command.
- If currently a sergeant (E-5), must have completed PLDC IAW AR 140-158, paragraphs 1-27 and 1-28. The NCOES requirement for promotion to SFC has been waived for soldiers holding PMOS 79R.

Subsequent recruiting tour soldiers: This category includes soldiers who have served more than 36 consecutive months in recruiting. These promotions are limited to two per recruiting brigade per calendar year (one to SSG and one to SFC), and two per year at the discretion of the Commanding General.

All soldiers in this category:

- Must earn the recruiter ring after the initial 36 months in recruiting.
- Must be recommended by the entire chain of command.
- If currently a sergeant (E-5), must have completed PLDC IAW AR 140-158, paragraphs 1-27 and 1-28. The NCOES requirement for promotion to SFC has been waived for soldiers holding PMOS 79R

USAREC annual award winners

This category pertains to those soldiers who are recognized as the top soldiers in each annual awards category. Soldiers in this category must meet the NCOES requirements for promotion to SSG. Award of the recruiter ring is not required for promotion in this category. Soldiers otherwise qualified for merit promotion will be recommended for promotion by HQ USAREC automatically upon recognition as:

- USAREC Recruiter of the Year
- USAREC AMEDD Recruiter of the Year
- USAREC Soldier of the Year (if a recruiter)

If some or none of the award winners meet the minimum time in service/time in grade criteria or NCOES requirements for meritorious promotion to sergeant first class, the CG will usually redistribute the unused allocations to the brigades.

The Bottom Line

USAREC personnel are in a unique position in the Army — meritorious promotions are just not possible in other commands. But you, recruiters and supervisors, must be aware of the criteria. Educate your first line leaders about meritorious promotions to ensure that each deserving soldier is appropriately recognized and rewarded. Meritorious promotions mean an extra stripe, more money in the pay-check, and improved morale for the recruiting force.

Making the mark

Some of the world's finest shooters want to help you make mission. The US Army Marksmanship Unit has joined the growing list of Army organizations participating in the Total Army Involvement in Recruiting (TAIR) program.

Members of the unit, located at Fort Benning, Ga., are available to give school presentations to support the recruiting mission. In addition, USAMU will assist recruiters in setting up displays at all their matches.

Although USAREC policy prevents members of the team from taking weapons into schools or participating in clinics where live or blank ammunition are in use, unit members can present a variety of interesting and informative subjects. Topics can include: an overview of the Army marksmanship program; weapons safety, good marksmanship techniques; and the discipline needed to be a world-class marksman.

Since it was formed in 1956 to improve Army marksmanship proficiency, unit members have won hundreds of individual and team national titles including more than 40 world championships and 19 Olympic medals.

Today, the Army's finest shooters are assigned to the unit's seven competitive shooting sections. Members compete in service pistol, shotgun, running target, international rifle, and international pistol competitions, including the Olympic games.

In addition to competing in matches across the country, USAMU provides technical and advisory assistance in the development of military and match-type small arms, equipment, and ammunition. The unit also makes or customizes its own small arms and much of its ammunition.

The unit is the only one of its kind in the Army. It is dedicated to promoting marksmanship throughout the Army and has gained worldwide respect. Teams are known for their high standards of conduct, professional ethics, and good sportsmanship.

To obtain support from the Marksmanship Unit, recruiters should contact their battalion Advertising and Public Affairs Office approximately 120 days in advance.



Army Marksmanship Unit Competition Schedule

Date(s)	Team	Location
Jan 23-27	Pistol	Charleston, SC
Jan 30-Feb 3	Running Target	New Orleans, LA
Jan 30-Feb 2	Shotgun	Corona, CA
Feb 6-10	Rifle	Palm Bay, FL
Feb 11-17	Rifle	Starke, FL
Feb 14-16	Pistol	Phoenix, AZ
Feb 18-21	Rifle	Colorado Springs, CO
Feb 20-24	Shotgun	San Antonio, TX
Feb 25-Mar 3	Rifle	Colorado Springs, CO
Mar 1-9	Pistol	Birmingham, AL
Mar 6-10	Pistol	San Diego, CA
Mar 6-10	Shotgun	Gainesville, FL

Mar 7-10	Rifle	Dawsonville, FL
Mar 20-24	Pistol	Jacksonville, FL
Mar 21-24	Rifle	Oak Ridge, TN
Mar 27-31	Rifle	Phoenix, AZ
Apr 2-6	Pistol	Austin, TX
Apr 3-7	Pistol	Birmingham, AL
Apr 5-6	Pistol	Jacksonville, FL
Apr 24-28	Pistol	Phoenix, AZ
Apr 25-27	Pistol	Anderson, SC
Apr 25-28	Rifle	Oak Ridge, TN
May 1-5	Pistol	Pensacola, FL
May 2-4	Pistol	Berry, IL
May 6-12	Pistol	Quantico, VA
May 7-12	Rifle	Camp Perry, OH
May 8-11	Pistol	San Diego, CA
May 12-18	Pistol	Medford, OR
May 13-21	Rifle	Quantico, VA
May 21-24	Pistol	Columbia, MO
May 22-26	Pistol	Columbia, TN
May 22-28	Rifle	Camp Perry, OH
May 22-26	Rifle	Dawsonville, GA
May 25-30	Pistol	Fredricksburg, VA
May 29-Jun 2	Pistol	Geneva, NY
Jun 3-9	Pistol	Bristol, TN
Jun 5-11	Rifle	Oak Ridge, TN
Jun 10-17	Pistol	Hattiesburg, MS
Jun 12-17	Rifle	Quantico, VA
June 13-2	Pistol	Little Rock, AR (Interservice Match)
Jun 18-24	Pistol	San Antonio, TX
Jun 18-27	Rifle	Camp Perry, OH
Jun 25-30	Pistol	Berry, IL
Jun 18-28	All	Atlanta, GA (National Match)
Jul 2-8	Pistol	Boulder, CO
Jul 3-7	Pistol	Canton, OH
Jul 9-15	Pistol	Ashland, KY
Jul 10-14	Running Target	Bowling Green, KY
Jul 15-21	Pistol	Camp Perry, OH (National Match)
Jul 15-22	Pistol	Norco, CA
Jul 16-29	Rifle	Quantico, VA (Interservice Match)
Jul 17-22	Rifle	Sidney, OH
Jul 24-Aug 17	Rifle	Camp Perry, OH (National Match)
Aug 4-12	Pistol	Reno, NV
Aug 6-10	Pistol	Berry, IL
Aug 7-9	Pistol	Pittsburgh, PA
Aug 19-25	Pistol	Fredricksburg, VA
Aug 17-23	Pistol	Willingford, CT
Aug 22-24	Pistol	Valparaiso, IN
Aug 26-31	Pistol	Salt Lake City, UT
Aug 26-Sep 2	Pistol	Fredricksburg, VA
Sep 4-8	Pistol	Augusta, GA
Sep 9-16	Rifle	San Antonio, TX
Sep 14-23	Pistol	Berry, IL
Sep 18-23	Pistol	Portland, ME
Sep 19-22	Pistol	Augusta, GA
Sep 19-23	Rifle	Asheville, NC
Sep 26-28	Shotgun	Cincinnati, OH
Sep 26-29	Rifle	Oak Ridge, TN
Oct 9-13	Pistol	Baton Rouge, LA
Nov 6-10	Pistol	Augusta, GA
Nov 12-18	Pistol	Colorado Springs, CO
Nov 28-30	Pistol	Colorado Springs, CO

Feeling stressed?

— It might not be all bad

by Bridget Minor; Soldier/Family Assistance

Recruiting families deal with many stressors with which other families never have to deal. Extended separations, long hours, and the pressure of making mission are events that our civilian counterparts do not contend with.

Stress is unavoidable. Sometimes the cause is external. Unexpected financial problems, lack of familial support and living hundreds of miles from the nearest military installation are major sources of stress for recruiting families. Housing, medical care, shopping and social activities are all secured within the local community. Some of those communities are in areas where the per capita income is twice what it might have been at their last duty assignment. Add lack of installation support, difficulty budgeting in their new environment, and a military member who is there but not available due to job requirements, and you have multiple stressors that can cause trouble.

Recruiting families are also subject to the same pressures as other military and nonmilitary families. If families are already strong and secure, they seem to ride out whatever is dealt them; however, there are some recruiting families that collapse with additional stress.

Stressors

The following circumstances are factors that create stress.

- Death of a family member
- Divorcing/dating parents
- Children acting up
- Financial difficulties
- Job pressures and problems
- Family discord
- Illness
- Addictions
- School pressures
- Not meeting mission

Symptoms

What do you look for if you think you or a family member might be stressed out?

- Change in attitude
- Short tempers
- Increased smoking
- Excessive crying
- Gastrointestinal problems
- Changes in sleeping patterns
- Isolating self from others
- Increased alcohol/drug usage
- Increased/decreased eating
- Unexplained aches and pains

Is stress a bad thing?

Not all stress is bad. There is a certain amount of stress that is necessary to stay motivated and alive. Lack of stress can be a stressor in itself. If handled correctly, stress can be used as a positive force in your day-to-day activities.

Coping with stress

The following are some suggestions to help you and your family make this happen.

1. Get to the source. Most people deal with the symptoms of stress and not the source. Investigate why you are having an emotional reaction. Once the source is identified, you can eliminate, bypass, or alter the stress.

2. Practice energy conservation. Do what you can, and don't worry about the rest. Don't do someone else's work. Learn to work smarter, not harder.

3. Plan your tasks. Don't take on more than you can handle. Refusing tasks is less stressful than having a number of unfinished ones hanging over your head. Unfinished tasks are very stressful.

4. Reward yourself. Do an easy task if you need a stroke for achievement. Allow yourself a small reward for a job well done. Being internally motivated is less stressful than depending on someone else for positive strokes.

5. Stay loose. The game isn't always played according to the rules. Make detailed plans, but always be prepared to switch gears midstream if something works better. Prepare yourself and your family for the unexpected.

6. Determine priorities. Do what is important. Ask yourself, "Am I doing what I really want to do now?" If no, ask yourself why.

7. Have a support base. Find someone with whom you can mutually share thoughts and feelings. Don't be surprised if this turns out to be someone other than your spouse. Teach children to share their feelings about anxious moments with you. Talk is good medicine for stress.

8. Develop a winner attitude. Be positive about yourself and your choices. If something turns sour, think about it, and accept the results. Positive thoughts are not destructive to your mind and body. Negative thoughts promote illness. Help your family see the glass as half full, not half empty.

9. Win the war. It's okay to lose a battle. It doesn't hurt to give in once in a while. Ask yourself if your position is really worth the energy to defend. Losing a battle may help you win the war.

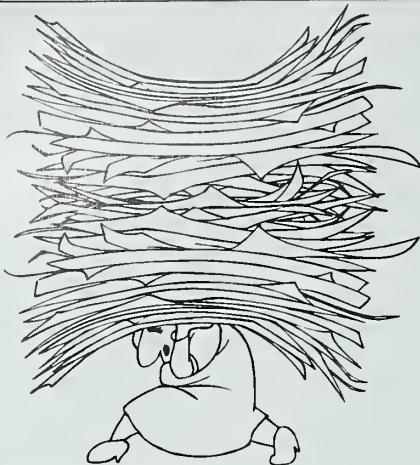
10. Practice time management. There are only 24 hours in a day, no more, no less. Again, work smarter, not longer.

11. Operate in control. Stay in charge of your affairs, both financial and personal. When events get unmanageable, break them down into smaller tasks. If you feel totally overwhelmed or out of control, ask for help.

12. Accept what can't be changed. Don't fight the inevitable. When a final decision is made, accept it; pick your battles carefully. Is the issue worth the stress?

Managing stress keeps you mission ready and your family able to cope with their ever-changing environment. For more information on stress management, contact your battalion family services coordinator at 1-800-790-0963.

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately three weeks from receipt.



A recruiter writes:

Recruiting stations waste too much paper. We should all use our old faxes, ARADS printouts, and such for scratch paper when our applicants take the "Enlistment Screen Test" (EST). Also, this paper works great for taking notes at company training.

Chief of Staff responds:

Thank you for your participation in the command's *"The Way I See It"* (TWISI) program.

Your proposal to reuse paper such as facsimile and ARADS printouts as scratch paper and for taking notes at company training is a very good idea. During these times of budget constraints and general shortage of resources, it is important that we all do our share. By submitting your ideas to me through the "The Way I See It" program, you have demonstrated your desire to do your part.

If you have any questions or further comments pertaining to my response, please contact Roy Wilson at (502) 626-0294.

Thank you for your participation in *"The Way I See It."*

A recruiter writes:

I understand that leave must be submitted early for planning purposes; however, that's unrealistic. I can't plan my leave four months in advance. Any recruiter with a family can't plan this far out. I have no problem with 30-60 days, but four to six months is not possible.

Chief of Staff responds:

Army Regulation (AR) 600-8-10, Leaves and Passes, provides guidance on establishing a commander's annual leave program. USAREC has **not** supplemented this regulation. Brigade and battalion commanders may establish their own policy consistent with the intent of the regulation to include requiring lower level commanders to submit projected leaves in advance.

Every leader in USAREC is charged with taking care of soldiers. This includes developing a leave plan that balances the needs of the soldier with mission requirements. This is a unique challenge for USAREC. Unlike the rest of the Army, our training and mission never stops. Every month we are charged with recruiting the high quality soldiers who will lead the Army into the 21st century and beyond. It is a demanding mission that requires all soldiers to work together as a team.

Requiring soldiers to plan their leaves, especially extended ones, is a sound management practice. It allows leaders at all levels to effectively manage resources to cover the absence of an important member of the recruiting team and ensure mission accomplishment. The recruiter has the opportunity to affect the station mission by planning his or her leave in advance or before a mission is assigned. While there is probably not a perfect time, it is reasonable for a recruiter to be expected to have his/her leave projection in before the mission assignment for the next quarter begins. Station commanders need to know in advance (before a mission is assigned) what resources they will have to produce and accomplish the mission.

USAREC's leave policy will continue to be consistent with the Army's policy. Leaders at all levels are charged with ensuring that their soldiers are allowed to use their leave each year.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruit-

ing Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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Commander
U.S. Army Recruiting Command
ATTN RCCS (Chief of Staff)
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Fort Knox Kentucky 40121 2726



Fold here first

Building a mansion

Aguadilla and San Juan Companies (Miami Battalion) finished second and third out of 239 companies in USAREC in FY 96. Aguadilla Company, commanded by CPT Luis Castro, encompasses 2,500 square miles and is manned by 28 noncommissioned officers, with recruiting stations in Aguadilla, Arecibo, Caguas, Cayey, Ponce, and Mayaguez. San Juan Company, commanded by CPT Nestor Bonilla, encompasses 2,500 square miles (including the distant islands of St. Thomas and St. Croix), and is manned by 24 noncommissioned officers, with recruiting stations in Bayamon, Carolina, Luquillo, Rio Piedras, St. Thomas, St. Croix, and the US Virgin Islands

The success of San Juan and Aguadilla Recruiting Companies in FY 96 is attributed to a strong foundation in the basics. The road to mission success is like building a fine mansion: first the foundation is laid, then, the supporting pillars, and finally, the roof.

The keystone in the foundation must be laid in strong. **Leadership** at all levels provides purpose, direction and motivation, with a perspective in foresight. This enables leaders at all levels to be proactive and not reactive, which in turn, creates a greater sense of initiative in the whole organization.

The next layer in the foundation must be **resource management**. It also requires a proactive attitude at all levels in the allocation of personnel, vehicles, computers, and most important, time. The allocation of resources is time critical because too much, too late is just as bad as not enough, at the moment. Either situation creates a sense of uselessness in the organization.

Training is an extremely important layer in the foundation. The multi-echelon training approach must be used so that all the components of the recruiting organization are trained expeditiously. This is a tall order, even with endless efforts of the recruiter trainers. To accomplish this task, intensive planning and prioritizing must happen at all levels with the oversight of the CLT. Since personnel at every level are planning their own training, there is a sense of ownership in the training, which increases the training force and decentralizes execution of training.

A few words of caution: First, analyze the level of training in the whole organization, then the individuals. This will clarify the organizational and individual training task required to train the whole organization. Second, hands-on training is the best type of training, but the crawl, walk, run approach to training must be applied so that each person's and organization's level of knowledge is recognized. The training must be given by a capable individual knowledgeable in that subject. It is important that the level of training not be lowered by concentrating on form rather than on substance during the training.



The first and foremost pillar is **prospecting**: in the right market, at the right time and place. The key to prospecting is in depth planning of time, distance, routes and understanding of that particular

market so that objections are handled effectively. The station commander is the most important individual to the success of the prospecting plan, because of the institutional knowledge that he possesses.

The **planning** pillar must be strong and reinforced through continuous production management review. Planning must cover near, mid and long term to be effective. Proper planning and production management review has a positive dual effect. First, it reinforces the standards of the organization, and secondly, it builds a sense of expectation in mission accomplishment in the organization.

Blueprinting, quality control and time management are catalyst pillars. If blueprinting, quality control or time management are not done properly, time will be lost which will have a detrimental effect on the recruiting force in the form of stress, due to self inflicted reduction of available recruiting time.

The use of **available systems** pillar, such as tools and computers, must enhance the mission process, not the admin process. The whole organization must believe that the data necessary to enhance mission accomplishment is accurate.

The **communication** pillar is really two pillars in one and must include two-way communications. There is the formal communication of the chain of command and the informal communication of the entire organization to include the periphery. Both forms of communication are extremely important at all levels of recruiting to conform or deny possible problems with an applicant or within the organization.

The **maintenance** pillar is crucial, so as not to lose any gains already acquired. The maintenance pillar must cover all personnel and systems, for example: DEP management, soldiers and families. There are established systems that recruiters can tap to maintain any of the personnel or systems.

The last pillar is the **decision-making process** of the organization. At all levels of the organization there must be a leader with the responsibility, and authority to make a decision with the input of as many recruiters as time permits. All leaders within the organization must understand what decisions they can and cannot make. This type of decision-making builds a sense of indirect decision-making into the organization.

This is the mansion that the recruiters of San Juan and Aguadilla Companies have built through professionalism, integrity, determination, and perseverance. It is not meant to be all inclusive, but it is the framework that we used to achieve mission success in FY 96.

Extremists: Who are they and what can be done?

by Chief Master Sgt. Larry D. Hawkins
U.S. Military Entrance Processing Command

We hear about "extremists," but do you really understand who they are? As members of the Armed Forces and civilians who work for the Department of Defense, it's important to understand who they are, what they're interested in, and how to spot them. For those of us who are in the business of qualifying people for the Armed Forces, it's even more vital.

An extremist could be anyone who goes against the grain of the norm. According to "Webster's II, New College Edition," an extremist is a "person who advocates, or resorts to extreme measures, especially in politics."

Army Regulation 600-20, Command Policy, para 4-12, defines extremist organizations as those that:

- Espouse supremacist causes.
- Attempt to create illegal discrimination based on race, creed, color, gender, religion, or national origin.
- Advocate the use of force or violence, or otherwise engage in efforts to deprive individuals of their civil rights.

Lately, the focus has been on two categories, militia and hate groups. The **USA Today** article, "Militant Militia Fringe is Setting Off Alarms," dated April 17, 1996, identified the following as three major types of militia groups:

Patriot groups: A broad movement of organizations that share a hatred of the federal government and a belief that totalitarian forces are bent on disarming the populace in preparation for invasion by the forces of "one world government." Although many in the government say they are not racist, supremacist and anti-Semitic theories are the basis for much of their ideology, experts say.

Militia: Citizens' militia believe the US Constitution has been usurped by conspirators and needs to be reclaimed. Although many say they abhor violence and racism, others are deeply influenced by conspiracy theories that say powerful Jewish bankers are dark forces seeking to undermine the nation. Many militias engage in paramilitary or survival training, in preparation for a confrontation they fear is coming with the federal government. Others are believed to be entirely secret, meeting and training underground.

Common-law courts: Rooted in arcane legal theories, common-law courts are considered a populist alternative to the established court system, which common law ideologies say is illegal. Although scholars scoff at such theories, the courts have become increasingly popular, especially among dispossessed families in the nation's Farm Belt. They have been used by supporters to declare independence from the United States, indict public officials and place monetary liens against the property and credit of enemies. Much of the theory underlying the courts goes back to Posse Comitatus, an often violent group that sought to rally farmers and others in the 1970s and 1980s.

In addition, the article noted that most of these groups are the most active in the Pacific Northwest, Southwest, Midwest and Florida. The map printed along with this story reflects the locations of MEPS in states with hate groups and hate crime laws. On the other hand, hate groups detest or have a strong dislike for other groups.

The experts normally refer to "hate groups" as those whose hate is born from racist, supremacist, and anti-Semitic ideology. More than likely you will only see one race in these groups. The most common extremist groups, who say they don't hold the views of hate groups, are the Militia Group anti-government. But, as mentioned, these groups tend to adopt the same mentality as hate groups.

MEPS in STATES with Hate Crimes Laws



Although many of the organizations shown on the map have numerous chapters in various states, only one symbol is shown per state for each separate organization. A state may have more than one symbol because more than one organization of a given type may be operating in the state.

Most of us have an idea of the behaviors that would fall in the category of hate groups. They commit hate crimes, which was defined by The Progressive, “as one in which the perpetrator commits an offense because of the victim’s race, religion, color, disability, sexual orientation, national origin, or ancestry.” Groups such as Skinheads, Ku Klux Klan, etc., have history in committing hate crimes.

OK, that’s good information. Do we just wait for something to happen or are there other things we can look for? I’m glad you asked. The Secretary of the Army’s Task Force Report on Extremist Activities, “Defending American Values,” dated March 21, 1996, identified the following examples of possible indicators that may reflect a member’s involvement in extremist activities: history of poor performance (physical fitness test failures, multiple counseling statements, etc.) extremist paraphernalia, or prior association with any formal or informal group, and tattoos. A message from the Department of the Army, “Tattoos as Extremist Group Activity Indicator,” gives the following information on tattoos:

While the wearing of a tattoo associated with extremist groups may not be absolute proof of current extremist views or criminal activity, certainly it is an indicator of a need for reasonable suspicion. Signs of tattoo removal may also be an indicator. Large, intricate tattoos are sometimes placed over other tattoos to hide them.

Most major extremist groups have similar profiles and use many of the same tattoos. In fact, it is not uncommon for members to belong to more than one supremacist group (e.g., KKK and Aryan Nations). The shared tattoos most frequently found in the larger, more violent groups likely to impact the Armed Forces community include the Nazi swastika, double lightning bolts (pointed downward), the number “88,” the Celtic cross, skulls, and hammers. Other tattoos more specifically identified with individual upremacist groups include:

- Skinheads: Adolph Hitler’s face, the head of a German shepherd dog (normally on right forearm), a Nazi swastika with the numbers “666” under it (normally on a shoulder), “ACAB” (normally on the right wrist), barbed wire, and hammers. According to some sources, a spider web tattooed over a supremacist’s elbow is indicative of having killed someone for his/her cause. Skinheads frequently have shaved heads or very short crewcuts.
- Ku Klux Klan: Rebel flag and “KKK.”
- Aryan Nations: Religious epithets, a sword with a 3-pointed crown for a handle, bald eagles, and “AYM.”
- Aryan Brotherhood: A combination of “AB,” “666,” and a shamrock (three-leaf clover). A requirement of membership in this group is the commission of a murder. Membership in this group is irrevocable: death is the only way out.

Except as noted for skinheads above, most extremist groups do not adhere to any strict protocol regarding the location of tattoos on the body. Common locations for concealing tattoos are in the armpits. In the event any of your commanders encounter suspected extremist/gang tattoos or other symbology, their supporting Criminal Investigation Division or equivalent in other services will assist in deciphering the tattoos.

Once we confirm a person is associated with an extremist group, what do we do? Well, it depends on whether the person is an active or passive member. There is a lot of confusion on what this means, but right now active means publicly demonstrating or rallying, fund-raising, recruiting and training members, organizing, or leading.

The Task Force Report recommends revising regulations to eliminate the confusion created by the distinctions between active and passive participation in organization and activities, to specify more clearly when commanders will counsel and/or take adverse action against individuals who are displaying extremist behavior, and to make the regulation punitive. We will keep an eye out for these changes. In addition, the report revealed that most of the soldiers who were interviewed believed no participation in extremist organizations, active or passive, should be tolerated. The vast majority of the soldiers believe that membership should be prohibited. The following are other suggestions in addressing a member about their membership in an extremist organization.

- Ask what about the group draws their interest.
- Explain how participation may impact on the service’s core values and good order and discipline.
- Tell them they shouldn’t go off of what they’ve heard in the past because group names, goals, objectives and leaders change quite often in these types of groups.
- Explain they need to do their homework and dig deep because some will mask their real intent—the message can be sold when it’s packaged right.
- Tell them what you see and know. Use your criminal intelligence, military and civilian law enforcement authorities to find out as much as you can about what’s in your area.
- Don’t assume that only one class of people are part of the group, e.g., rich or poor, black or white, etc.

The threat extremist activities present to military organization may be minimal at this time. But, if commanders remain focused only on the next mission and are not sensitive enough to extremism’s potential impact on their people, and no one brings a problem to the attention of leaders for fear of admitting imperfection, then the risk to the organizations posed by extremism can grow. Given this, the military must redouble its efforts to instill its values in the force.

People must believe they can bring their issues to the table, e.g., extremist activities, racism, etc., and be confident it will be addressed and not ignored or covered up. Unfortunately, some may think racism and issues of extremist groups have disappeared—the truth is, they never go away. Therefore, the emphasis on training and education on extremist groups is a must. Leaders must continue to be committed to taking swift action against any individual whose participation in or association with an extremist group might have a detrimental effect on unit cohesion or good order and discipline of their unit.

The Army has taken the first step to rekindle the fight against extremist activities. The DoD and other services have taken note of the Army findings and are taking a closer look at extremist behaviors in their own backyard. Commanders and leaders have been tasked to lead the fight against another “ist,” but, as in the past, it’s everyone’s responsibility to contest what threatens our duty to uphold the Constitution, and maintaining an equal opportunity environment.

Effect of recent publicity on enlistment attitude

During November 1996 allegations of sexual misconduct surfaced from an Aberdeen Proving Grounds basic training unit. The release of the sexual harassment events started negative publicity for the Army. When the scandal hit, USAREC organized a task force to assess the impact of the events on the market. The intent of the task force was to assess market impact, market communications response, and recruiter force response.

The current assessment of the task force is that the recent sexual harassment events have had some impact on our market. The impact is greater for females than males, but it is not significant for either group. The market communications response and recruiter force response have remained consistent with reaction to other significant public events like the Bosnia deployment in December 1995.

The strategy for assessing the market is to compare the Army to society, survey the sold market (new recruits and DEP members) and to survey the unsold market. Comparison to society was the first part of the market assessment. The second tool was a survey asking company leadership teams (CLT) for an assessment of the impact. This assessment would provide an indication of the sold market (DEP members) and for the unsold market (prospecting and contracting). The third tool gave an assessment of the unsold prime market.

The fourth approach will provide an assessment of the recently sold market through the New Recruit Survey. The last step in our assessment was to look at several strategic level instruments to see the longer term, national level effects.

During the first step of market assessment the objective was to compare the likelihood of sexual harassment in the Army with other national level organizations. Evidence of high rates

of sexual harassment is present from blue collar jobs, like coal miner, to executive levels, like managers and lawyers. The Army is not unique in its current problem, but the level of sexual harassment reported is at an unacceptable level. The graph below highlights these facts by providing an example of the rates from sexual harassment surveys.

The second tool used was the CLT survey. A random sample of first sergeants and company commanders was selected. Each respondent was asked questions about the impact of harassment publicity on prospecting, contracting, attitudes, and experiences in the company areas. The results of the survey showed that the events have some impact, but no significant levels were found. The majority of responses about effects on prospecting and contracting were grouped in the 'somewhat negative effect' category. These results suggest a general level of concern.

Other questions dealt with applicant and influencer attitudes. Responses showed the CLTs believe applicants are less concerned than influencers. Fortunately, this concern has not translated into DEP loss. The survey results showed a minimal impact on DEP loss, with 73 percent saying there was an insignificant number of DEP losses due to the sexual harassment events. This fact is confirmed by studying recent production data.

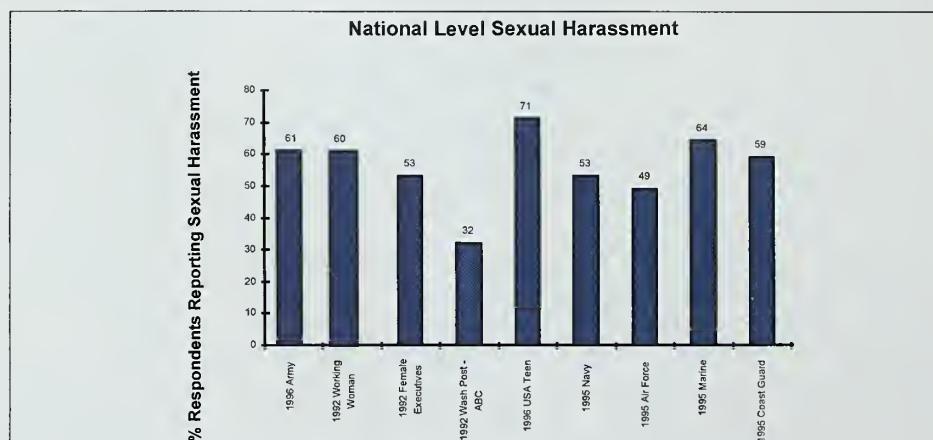
Currently, there have been 14 DEP losses that cite the sexual harassment events as the reason.

The open-ended responses generally agreed with earlier conclusions of some concern but no major impact. The positive comments centered on publicity gained from the incident. The negative comments focused on individual examples. An example of a typical response is as follows:

"The people who were traditionally anti-military are having a field day. Those who were generally supportive see the Army taking care of a problem and not trying to hide or cover anything up."

The survey also showed the delivery of the commanding general's letter had a good effect on the market. Eight-nine percent of the verbatim responses showed a non-negative effect. One CLT states, "The letters were received well. They want reassurance; the letter provides senior leader concern."

The third tool focused on the unsold prime market. We surveyed youth in the prime market by mall intercept in five areas. The sample was representative of our market in age, gender, and race. The sample consisted of 40 percent high school seniors and juniors, 52 percent high school grads, and 8 percent GED recipients. Seventeen percent of the sample self-report as having mostly As in school,



49 percent say mostly As and Bs, and 34 percent say mostly Bs. Some propensity questions were asked in the survey before the questions about the sexual harassment events.

The first question asked was, "Have you heard negative publicity about the Armed Forces in the past two months from any source?" Thirty-six percent of the sample said they had. The second question was, "Have you heard anything about sexual harassment in the Armed Forces in the past two months from any source?" Fifty-one percent said they had.

The results of the effect on enlistment question showed a large number of people who are not affected by the publicity, as shown below. However, there were 32 percent who say they are less likely to enlist. If the 32 percent number seems high, remember that 32 percent of the sample said they had heard something about sexual harassment in the Armed Forces. That is 17 percent of the total sample.

As expected, the sexual harassment publicity has more effect on females than males. However, when you look at propensity against this question, we have a more comforting result. Of the female respondents who answered the effect on enlistment attitude question as 'less likely,' 95 percent of them were originally negatively propensed. This fact showed us that we really did not lose ground among females because of the publicity of the sexual harassment events.

The last choice based question tried another measure of the effect of publicity by asking which service best prevented sexual harassment. The majority of the respondents answered "don't know."

When analyzed by gender, almost 70 percent of the females answered "don't know." This showed that the publicity has not caused respondents to immediately discount the Army's

ability to prevent sexual harassment and that the publicity has not had a major effect on attitudes. Results of the choice based survey mirror those of the CLT survey; there is some concern, but no significant impact.

The fourth tool for assessing market impact was the New Recruit Survey (NRS). The NRS surveys the recently sold market and is mailed to the applicants about two months after they sign a contract. The survey added two questions to assess the impact of the recent sexual harassment events. The first question asks, "How did the recent publicity about sexual harassment in the Armed Forces affect your parents' and teachers' attitude towards Army service?" The second question asks, "How did the recent publicity about sexual harassment in the Armed Forces affect your friends' and siblings' attitude towards Army service?"

It is early in the survey cycle with only about a 10 percent return rate on the surveys. Early indication is that results mirror all of the other instruments in that there is some effect, but nothing major.

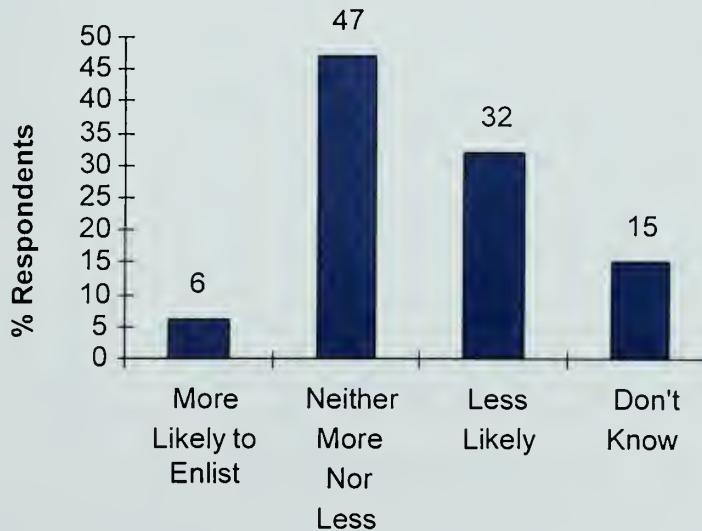
One interesting note is that the new recruits report a higher effect by the situation than was reported by the CLTs opinions. *Care should be taken*

by all recruiters not to underestimate the concerns of DEP members or potential applicants. This issue will be closely monitored in future updates.

The last tool involves using strategic level tools. There are three types of these tools: Teenage Research Unlimited Survey, Sample Survey of Military Personnel, and public opinion polls. The reason these tools are strategic is that they will provide us with a national look in the fall of 1996, before Aberdeen hit the news, and another look several months after the incident, in spring 1997. They will allow us to see if there are longer term effects at the national level that remain after the initial media wave has passed.

The conclusion of the task force is that the recent sexual harassment events have had minor effect on the market, but the effect is of more concern to influencers and females. The key to future success will be found by emphasizing the Army's policy of zero tolerance, upholding the high integrity standards demanded of recruiters, and reinforcing that the Army will not tolerate offenders. It is important to stress that the Army takes sexual harassment seriously and has a system to report incidents and punish offenders.

Effect Of Recent Publicity On Enlistment Attitude



Drive Away Stress



by Mickey Gattis, USAREC Safety Manager

Whether you drive in Atlanta, New York, Los Angeles, or D.C., driving in your GOV can be the most stressful part of your day. Drivers deal with many stress factors while on the road. Meeting deadlines, dealing with traffic, and being on the road for extended periods of time at all hours of the day can add to a driver's stress level. New studies have documented high blood pressure, less tolerance for frustration, and greater mood swings among people who are on the road constantly.

There is evidence by a recent study to show that driver violence is increasing. According to a recent *USA TODAY* article, aggressive driving cases involving death or injury were at a record pace in 1996. Incidents of violent highway hooliganism had increased 51 percent from 1990 through 1995. What starts as one driver ticking off another has turned increasingly risky as motorists fight back. What used to be just two people screaming at each other is now one person losing it and pulling the trigger. There have been 10,037 violent clashes since 1990. They resulted in 218 deaths and 12,610 injuries, including violence to 94 children under 15 years of age. But this is only the tip of the iceberg, because many attacks go unreported. Most aggressive drivers were men; about four percent were women. Many were young, poorly educated males with criminal records, but hundreds more were successful men and women. Guns, knives, clubs, and tire irons were the favored weapons (44 percent). Women used their own two-ton vehicles as weapons in 285 cases. Many transportation and police officials advise motorists to avoid eye contact and stay away from hostile drivers.

Listed below are just a few tips drivers can use to help in dealing with highway stress.

- ➲ For drivers, keeping emotions in check is a good practice to follow. Angry people don't make good decisions. Being out of control is especially dangerous when behind the wheel. There are several ways drivers can keep their tempers in check.
- ➲ Have a good attitude. A positive, cooperative outlook is best when on the road. Approaching driving as a battle can lead to added stress for the driver.

- ➲ Expect the unexpected. A driver needs to be prepared for anything that happens on the road. Trying to anticipate the actions of other drivers as well as pedestrians will go a long way in avoiding frustrating situations.
- ➲ Be in control. Drivers who remain in control of their situation are less likely to get stressed out and are more likely to anticipate problems while on the road.
- ➲ Get proper rest. Stresses become less manageable when a driver is tired. Proper sleep and relaxation techniques can help a driver deal with stress.
- ➲ Practice proper driving techniques in stressful situations; good habits will only help the driver get through the situation.
- ➲ Anticipate stress-producing situations (construction zones, rush hour, etc.). Try to avoid them when possible.

To calm your drive, consider these tips:

- ➲ Avoid peak driving hours. Even if you don't have flex-time, you can miss the worst traffic by scheduling appointments or going to the office a little earlier and leaving for home a little later.
- ➲ Schedule your PT or a walk before you leave work so you're relaxing during rush hour. You might even have dinner at a nearby restaurant as you watch the traffic clear.
- ➲ Carpool.
- ➲ Create a pleasing environment inside your GOV. Listen to books on tape, your favorite music, etc.
- ➲ Change your sitting position at least every 15 minutes. Shift in your seat; sit on one buttock, then the other; slide down in your seat a little, then sit up; inflate and deflate your lumbar support, and so on.
- ➲ Use your cruise control and on an open stretch of road, take a moment to flex your knees and wiggle your feet.

In today's hectic, fast-paced world, stress is a fact of life. But stress doesn't have to be a way of life — you can be in control. By using simple relaxation techniques and developing a positive attitude and lifestyle, you can manage stress and be in control when you're behind the wheel.

Chaplain Recruiting

The Chaplain Recruiting Branch is pleased to know that the field recruiters are getting and giving a number of chaplain and chaplain candidate referrals. But as expected, we receive a number of inquiries about the minimum qualifications to apply for the Army chaplaincy. This month we will provide you with some of the basic requirements to be a chaplain candidate.

Age Requirement

Must be within six months of his/her 34th birthday. However, the Chief of Chaplains **may** consider an age waiver up to age 39. Roman Catholic priests will be considered up to age 47.

Educational Requirements

Must have a baccalaureate degree of not less than 120 semester hours from an accredited college or university and must be enrolled or accepted for enrollment in the next entering class of an approved graduate program. This program must be done as a full-time resident student (correspondence courses are not acceptable) working toward three years of graduate study in theology or related subjects at a school accredited by a Department of Education recognized accrediting organization.

Citizenship

Non U.S. Citizens may apply for the chaplaincy provided they possess an Alien Registration Card (Green Card).

Army Medical Standards

Must be able to pass the Army Medical Exam (AR 40-501) and meet the Army height/weight standards (AR 600-9).

Next month we will provide the qualifications to be an Army Chaplain. Call the Chaplain Recruiting Branch with any questions or referrals at 800-223-3735, ext. 6-0435 (for chaplains) or 6-0702 (for chaplain candidates).

Technical Warrant Officer Recruiter Update

USAREC Reg 350-11, para 3-3, provides a directive in TWOR work ethic. The TWOR will ensure that lead generation and prospecting activities are sufficient to meet or exceed mission requirements. This will include at a minimum, two TPU presentations per month. It is critical that the first line supervisor evaluate the TWOR's work ethic for effectiveness.

In 1st Qtr FY 97, 57 percent of assigned TWORs did not achieve their assigned mission, which had a severe impact on the command's mission. There must be a strong effort in the 2d Qtr to achieve the assigned mission of 113 and to begin to make up shortfalls.

Quality Control

The quality and professional appearance of photos submitted with applications have improved. Form Flow provided on your laptop computers should be used to generate DA Form 61 and DA Form 4651-R. We are still receiving applications not in compliance with UR 350-11, para 5-4. A copy of the UVREPORT with vacancy reserved by last name and applicant's last four shown in a "HOLD" status,

is not in the application or entered onto OWNRS. The TWOR is responsible to ensure the application is accurate and complete before QC review by HQ USAREC (per UR 350-11, para 5-4a).

Congratulations to the following Technical Warrant Officer Recruiters for submitting additional Technical Warrant Officer Applications, and exceeding their assigned mission for 1st Qtr FY 97: SFC Daniel Romanchik (2), Baltimore Bn; SFC Virgil Harris (1), Tampa Bn; SFC Douglas Bearinger (1), Des Moines Bn; SFC Felix Delgado (1), Phoenix Bn; and SSG John Parks (1), Southern California Bn.

A round of applause is due all those in the 2d Brigade who had a hand in their excellent USAR TWOR production. This group of soldiers have established the standard for the remaining of FY 97. In addition, SFC Mata, one of five newly assigned TWORs, achieved her initial TWO mission for 1st Qtr FY 97. As of the end of first quarter, 2d Brigade is at 105 percent of their YTD mission. "Teamwork and leadership involvement make the difference."

Did you know...?

For the purpose of educational requirements for the enlistment bonus and the SLRP, the definition of a secondary school graduate is limited to the following:

- (1) High School Graduate-High School Diploma: A diploma issued to a soldier who has attended and completed a 12-year or grade day program of instruction. The diploma must be issued from the school where the individual completed all the program requirements.
- (2) High School Graduate-Adult Education Diploma: A secondary school diploma awarded on the basis of attending and completing an adult education or "external" diploma program, when the diploma was issued either by a state or by a secondary or postsecondary education institution.
- (3) Alternate Credential Holder-Test Based Equivalency Diploma: A diploma or certificate of general education development (GED) or other test-based high school equivalency diploma. This includes statewide testing programs such as the California High School Proficiency Examination (CHSPE), whereby examinees may earn a certificate of competency or proficiency. A state or locally issued secondary school diploma obtained solely on the basis of such equivalency testing is not to be considered a high school diploma.
- (4) Alternative Credential Holder-Home Study Diploma: A secondary school diploma or certificate typically awarded by a state, based upon certification by a parent or guardian that an individual completed his or her secondary school education at home.
- (5) To qualify for Student Loan Repayment Program (SLRP), applicant has to be a I-IIIA (AFQT 50 or higher).

References: Change 1 for RC Personnel Update Issue 23; AR 135-7, Change 15.



SGT Scott Carlton, Olathe (Kan.) Station, is one of five recruiters without a DEP loss over a one-year period. Above, he talks to DEP members during a DEP function.

Recruiters tell how to avoid "absolute killer" DEP losses

Story and photo by Tami Taulbert

KANSAS CITY BATTALION — Five recruiters in the Kansas City Battalion were DEP-loss free for 12 straight months during the past year. It is difficult to be successful in any field these days without a few setbacks, and recruiters know a DEP loss can be an absolute killer. But these five — SSG Scott Carlton, Olathe Station; SGT Herbert Sams, Leavenworth Station; SGT Kerry Rhodes, Wichita West; SFC Robert Kelsey, Hays; and SGT Jacques Dake, Salina, maintain contact with their DEP members and take a genuine interest in their future.

When grades, the law, their weight, or any problems arise, these recruiters truly care. Parents and friends are encouraged to attend monthly DEP functions. The recruiters become close to the DEP members' families

and friends, and they remain in touch with these folks even after the DEP members have shipped out to basic training.

All recruiters are required to see report cards every quarter to verify students are on track to graduate. Counselors call the recruiters to let them know when report cards are due to be sent out. When failing grades appear, contacts are made to the parents first. If that is unsuccessful, the counselor is contacted to find out if extra credit or tutoring can be acquired, and if all else fails, the recruiter will assist them personally.

Rhodes feels the secret to his success begins with his honesty. He says, "I give them 100 percent of myself, and I expect the same in return." He keeps his DEP members informed and gives them opportunities to learn.

"I treat my DEPs like soldiers now, so that they understand how they feel, so they don't have any change of heart, so they don't feel like they aren't part of the team yet," stresses

Carlton. "The quicker you make them a part of the team, the quicker they will adapt to the idea that the Army is a good thing, because they have a lot of friends who are saying it isn't and that they're crazy and things like that."

Carlton's DEP members are required to see him every other week on Tuesday for weigh-in. If he is out of the office, they can leave him a note with their name and weight. "This is a good way to keep control of overweight shippers. If their weight becomes a problem, I counsel them first and then actually do PT with them."

The one thing Carlton tells a new recruiter is, "Don't treat them like teenagers, treat them like soldiers."

Dake says, "The key is to get involved with them and have them involved with you in your recruiting life. It helps with rapport, and if you show genuine concern for them and what's happening in their lives, they are not usually going to be a DEP loss.

"When you stay involved in someone's entire life, you are able to identify early when a problem arises. Instead of waiting for it to happen, you can do something about it in advance," said Dake.

"I physically go out and see my DEPs sometimes two or three times a week or I have them come into the office," Sams says. "I prefer to do face-to-face, more than on the telephone, and I take them out to lunch. Pretty much I am constantly reselling them — that's the biggest thing — keeping their interest on what they need, and if anything happens, show concern for the family," Sams said. "We all are really involved in the DEP. If something should happen to one of mine, I have co-workers who will take care of the situation if I'm not here. The more concern you show for these kids, the better results you will receive."

Prospecting on the net

Story and photo by Bill Pearce, Seattle Battalion A&PA

NORTHWEST HEALTH CARE RECRUITING TEAM — The tools available to recruiters are changing and being updated at an almost unbelievable rate.

When SFC William Hagen entered recruiting in 1985, cold-calling and the US Postal Service were the prime means of communication. Ten years later when he became a health care recruiter in the US Army Recruiting Battalion Seattle, Hagen brought new ideas and concepts that he was very excited about trying out.

While working in the Seattle Battalion Operations Section, he became interested in how the battalion used computers. He started to experiment with his computer at home and began to realize the marketing opportunities inherent in the new technology.

When he joined the Northwest Health Care Recruiting Team, he decided to put his ideas into practice. As a first step, he entered the Internet in search of medical bulletin boards. This gave him quick access to people who were interested in



SFC William Hagen spends time on the Internet at the Northwest Health Care Recruiting Team office, Seattle Battalion. He searches for names with medical prefixes and then e-mails them a flyer on what the Army has to offer.

medical subjects, many of them looking for employment in the field.

The Internet also allowed access to college students and provided lists of students and their e-mail addresses.

Hagen looked for names with medical prefixes and with the flick of a finger was able to e-mail to each of them flyers providing up-to-date information on just what the Army had to offer and the requirements the Army had for appointment.

Hagen was first surprised and then excited by the volume of return e-mail he received requesting more information about the Army's health

care careers. The e-mail input assisted in the completion of two of six contracts in FY 96 and two of three contracts so far in FY 97.

When asked about the best aspect of the Internet Hagen explains, "The net allows a very high-speed transmission of information in two directions. I find out who in my market is interested in my product, and I am also able to introduce myself and provide information people are looking for. It also allows me to target prospects with really effective accuracy. I actually identified people interested in entomology and then prepared a flyer specifically for them. The response was great."



Students from Shaw High School in Columbus, Ga., eagerly peer at a collection of Olympic pins owned by Army Olympian 1LT Mike Thornberry. A U.S. Military Academy graduate, Thornberry was a starting player on the Team Handball squad during the Centennial Games in Atlanta last summer. During his visit to Shaw, Thornberry addressed an educator luncheon and student classes. (Photo by Marilyn Weitzel, Atlanta Battalion A&PA)



SSG David Marstellar and PVT Kathy Contini worked to ensure Contini would make it to basic training and beyond. Contini lost more than 60 pounds so that she could enlist.

Recruiter helps private on the way to being all she can be

**Story and photo by Phillip Guerrero,
Phoenix Battalion A&PA**

PARADISE VALLEY RECRUITING STATION — She was going nowhere fast, and she knew it. She knew she had to do something with her life before it all passed her by.

Unsure of what to do with herself, she decided to talk with a Navy recruiter. The Navy recruiter talked

with her, weighed her in, and told her there was nothing he could do for her. She was too far over the weight standard.

Undeterred Kathy Contini decided to speak with SSG David Marstellar of the Paradise Valley Recruiting Station; he decided to take a chance on her. Marstellar encouraged Contini to lose weight and take the ASVAB test just to see how she would do.

Unfortunately, Contini failed to make the cutoff for the ASVAB twice. Once again, Marstellar told her not to lose heart and suggested Contini take some refresher courses

at the local community college. Contini enrolled at Glendale Community College and continued losing weight.

She took up boxing and running to help with weight loss. "Maybe I'll go Golden Gloves," she quips.

Now you can just call Contini private. She eventually passed the ASVAB on the way to losing more than 60 pounds and beating the Army's physical fitness standards. She's also in the best shape of her young life—just in time to start Army basic training at Fort Jackson, S.C.

Following basic training, Contini will proceed to Fort Eustis, Va., for her initial training as an aircraft armament missile systems repairer. What a difference a year can make when you mix in a little self-determination.

"I would say to any young lady just to stick at it," the young private stressed. "I found it's really true that if you want it bad enough, you will obtain it."

Contini says some of her reasons for joining the Army include the physical challenge and her desire to see the world. Her parents had mixed emotions about her decision to enlist but couldn't be more happy about her losing weight, getting in shape, and continuing her education.



Remembrance of Veterans Day usually doesn't include a real live soldier in your classroom. But that's exactly what happened at the Sherman School in San Francisco. It's part of a tradition established by SFC David Talley, Equal Opportunity representative at 6th Brigade. Here he shows children how to stand at attention. (Photo by David Killam)



SFC Maurice D. Carrier, Santa Monica Recruiting Station (left) jumps into King Harbor, Redondo Beach, Calif., to begin this year's underwater cleanup. Carrier and dive buddy SFC Kevin R. Crosier, Hawthorne Station, learned about the event through their membership in a diving club. (Photo by B. Provencher)

Getting your feet wet

by Ron Van Dyck, Los Angeles Battalion A&PA

LOS ANGELES RECRUITING COMPANY — Sometimes you have to get your feet wet while serving your community.

Recruiters who have become involved in community activities because they thought it was the right thing to do have found that it's one of the best things to do, and sometimes it's more than your feet that get wet. Try total immersion in a volunteer action.

SFC Kevin Crosier and SFC Maurice Carrier share a hobby — scuba diving. Both soldiers are assigned to the Los Angeles Recruiting Company and have been diving buddies for about three years. Their membership in a diving club led to participation in this year's King Harbor Underwater Cleanup. Their involvement this year, along with nearly 400 others in the Redondo Beach, Calif., harbor cleanup, is having an impact.

The event's organizer, Nancy Cook, says that the event might be putting itself out of business. This year's

event was the fifth annual cleanup, and each year volunteer divers bring up less trash. Soon, there might not be enough to warrant yearly sweeps.

Crosier recently had just had minor outpatient surgery on his arm and could not dive. Undaunted, the soldier played a key role in the success of the event. Since the event's dive master had to cancel at the last minute, the recruiter, ranger, paratrooper, rappel master, and dive master was drafted.

Carrier, who recently became a member of the 10th Mountain Division, earned his diving certifications while on recruiting duty in the Los Angeles Battalion. His involvement in the harbor cleanup was total immersion. He and his dive team brought up the largest and most valuable piece of trash from the harbor floor — a 20-foot skiff that had been scuttled, probably by an owner who couldn't make his boat slip rent payments.

Crosier and Carrier, along with the other participants, paid a \$20 fee to help scour King Harbor, which runs between 10 and 20 feet deep. Corporate sponsors as well as the diving fees help the fund raiser. The funds

are to be used to purchase a hyperbaric chamber, a device to decompress divers and prevent the effects of the bends, a condition caused by coming to the surface too quickly.

These two soldiers and recruiters said they feel their involvement helped bring attention to the diving community, helped clean up a community asset, helped promote the Army in the community, and gained the self-satisfaction of serving their community with a little of their time and talent.

Dear Recruiter

KANSAS CITY BATTALION — Recruiters in the Kansas City Battalion have a new tool in their station for DEP members and prospects.

A Basic Training Handbook, developed by A&PA, contains letters written to recruiters from soldiers in basic training. Along with the letters are newspaper clippings about soldiers who have graduated from basic.

The Basic Training Handbook is intended to let prospects and DEP members read about others from their area who have gone before them. The letters to recruiters often describe their experiences and survival at basic training.

The intent is to reassure DEP members that they have made an excellent choice by joining the Army. They can read the letters and see basic training in a different light. Some of the things they feared most will now be made easier. A lot of their questions are answered, and they might even read about a close friend, cousin, or a long-lost schoolmate who has survived basic training.

Once the prospects pick up the handbook, they don't want to put it down. They soon realize you can actually have fun in basic training. The handbook proves that a positive attitude gets you where you want to be.

1. The first ASVAB administered is the initial test of an applicant. This policy applies regardless of the following: (1) Testing in either the enlistment or student testing program.

(2) Service sponsor.

- a. True
- b. False

2. USAREC Form 1037 has the same validity period as DD Form 369.

- a. True
- b. False

3. The Army ROTC four-year scholarship pays up to _____, or _____ percent, whichever is higher annually, for college tuition.

- a. \$4,000, 50
- b. \$2,000, 70
- c. \$7,000, 80
- d. \$1,000, 25

4. When a DEP/DTP member completes a CONAP referral form, it will be annotated on _____ by the station commander.

- a. USAREC Form 200-C
- b. USAREC Form 816
- c. USAREC Form 611
- d. USAREC Form 658

5. A government vehicle may be operated only during the hours of 0400 through 2300 hours without approval of the recruiting battalion and/or recruiting company commander on a case-by-case basis.

- a. True
- b. False

6. Field recruiters will not _____.

- a. administer the EST or CAST until an initial interview has been completed
- b. work any test problem with the prospect, including missed questions
- c. show an EST to a prospect for the purpose of test familiarization
- d. administer the CAST for familiarization or purposes other than screening prospects
- e. all of the above

7. Each recruiting station will have one copy of EST 81a and 81b with scoring key per recruiter.

- a. True
- b. False

8. A copy of all training schedules will be provided to the next higher headquarters NLT _____ days prior to the conduct of scheduled training.

- a. 60
- b. 30
- c. 10
- d. 15

9. AMEDD prospect tours will normally consist of no less than _____ AMEDD prospects and are limited to no more than _____ days, excluding travel time.

- a. 5, 5
- b. 5, 7
- c. 15, 5
- d. 10, 2

10. The command goal is to limit DEP losses to no more than _____ percent of RA gross contracts.

- a. 7
- b. 10
- c. 15
- d. 20

11. Each OCS applicant will submit a minimum of _____, but no more than _____, personal letters of reference attesting to the applicant's character, physical ability, scholarship, leadership, and other traits.

- a. 1, 5
- b. 2, 5
- c. 3, 6
- d. 2, 6

12. The following symptoms identify what type of heat injury: headache, dizziness, confusion, rapid breathing, tingling of the hands and/or feet.

- a. heat cramps
- b. heat exhaustion
- c. heat stroke

13. Using the watch method to determine direction without a compass you would point the _____ hand at the sun. South will be halfway between your _____ hand and 12 o'clock.

- a. hour, minute
- b. minute, hour
- c. minute, second
- d. hour, hour

14. When engaging hostile aircraft with small arms the aiming point is not the same for propeller aircraft and helicopters.

- a. True
- b. False

15. There are _____ types of firing positions used when firing the M136 launcher.

- a. 2
- b. 6
- c. 8
- d. 4

(The answers to this month's Test can be found on the inside back cover.)



Morrell Awards



NEW YORK CITY

SFC James Bulger
SFC Guy Pagan
SFC Jaime Yepes

SALT LAKE CITY

SFC Benny Willmore
SFC Robert Canning



Morrell Awards



Rings

A black and white photograph of a hand wearing a ring. The ring features the "UNITED STATES ARMY RECRUITING EXCELLENCE" logo, which includes an eagle and a shield.

CHICAGO

SFC Emmanuel Merced

CLEVELAND

SFC Larry Hoskins

DES MOINES

SFC Ahmed Alvarez-Soto

SSG James Wadkins

HOUSTON

SSG Tracy Driver

SSG Roland Wilson

SSG Debra Williams

SSG Andrew Jenkins

SSG Thomas Sotsuda

SFC Thomas Gibson

SFC Michael Rollock

SSG Keith Kunze

JACKSONVILLE

SSG Gregory Chapman

KANSAS CITY

SFC Joseph Mick

SSG Edward Manewal

MIAMI

SFC Julio Arizmendi

SFC Juan Ramirez

SSG Jose Garcia

SSG William Torres

SFC Hector Chamorro

NEW ORLEANS

SSG Steven Sheese

SSG Daniel Schwander

OKLAHOMA CITY

SSG Herschel Pledger

SFC Harlan Dobbs

SFC Michael Antwine

SGT Stephen LeMaster

SFC Terry Long

SFC Marvin Grizzle

SSG John Slappy

SSG David Wade

SSG Clifton Tardif

SFC Cecil Lay

1SG Michael Arnett

SSG F. Noguerashernandez

SALT LAKE CITY

SGT David Dennis

SAN ANTONIO

SSG Shirley Conquest

SEATTLE

SGT Gary Smith

SSG James Bruce

SSG Vern Tranberg

SFC James Raymond

SGT Johnny Moore

SOUTHERN CALIF.

SFC Laurie Love

ST. LOUIS

SFC Alice Porter

AMEDD 3D BDE

SFC Gary Creditor

Albany

SFC Tom Johnson
SGT Jarrett Watkins
SGT John Feiler
SGT Thomas Giroux
SSG Harvey Dailey
SSG Joseph Thackudin
SSG Rodney Davis
SSG Jacqueline Case

Beckley

SGT Terry Evans
SSG Charles Blevins
SSG Roger Willett

Chicago

SGT Daniel Vermillion
SGT Kale Murray
SSG Michael Meier
SSG Robert Francois
SSG Xavier Alejandro
SSG R. Seda-Martinez
SSG Dwayne Dunn

Cleveland

SFC Roy Nalley
SGT Maurice Sims
SGT Robin Heflin
SGT Thomas Norris
SSG Stephen Sterling

Columbus

SGT Thomas Burton

Dallas

SSG Thomas Walton
SSG Keith McWilliams
SGT Wendell Duncan
SFC Joel Priest
SSG Eugene Hufford

Denver

SFC Roger Johnson

Des Moines

SGT Marcus Fuchs
SSG Darel Hobbs

SSG Donald Jones

SSG Robert Hodge
SSG Ronald Enzenbacher

Harrisburg

SFC J. Rueda-Caraballo
SGT Bruce Wright
SGT John Wilson
SGT Richard Spratley
SGT William Dilts
SSG Jack Sherman
SSG James Napoli
SSG Leonard Wadle
SSG Toni Geddis

Houston

SFC Jimmy Dominguez
SGT Derek Gaines
SGT Gregory Smith
SGT Jeffrey Troxel
SGT Jesus Luna
SGT Joe Benavides
SGT Kenneth Sayre
SGT Ronald Fergeson
SGT Russell Roberson
SSG Danny Jackson
SSG Gary Keziah
SSG Gerard Martinez
SSG John Love
SSG Lolan Coates
SSG Marty Keys
SSG Miguel Reyes
SSG Scott Ellsworth
SSG Thomas Robin
SSG Wilbert Edwards

Jackson

SGT Robert Young
SSG Tonlento Shinnie

Jacksonville

SGT Darrell Taylor
SSG Trent Riley

Kansas City

SSG Dexter Curry
SSG Gary Hunsucker

Los Angeles

SFC David Bender
SGT Collin Carlson
SSG Robert Everhart

Miami

SGT Nigel Cornwall
SGT Patrick Bibb
SGT Ronald Harvey
SSG Jacqueline Kelly
SSG Nefati Santos
SSG Rene Gonzalez
SSG Valdemere Cyrus

Milwaukee

SGT Robert Reed
SSG Matthew Baugh
SSG Michael Stearnes
SSG Patrick Kmetz
SSG Shaun Mahaffey
SSG Stephen Smith

Nashville

SFC Victor Rivera-Gonzalez
SGT David Noble
SGT John Adams
SGT Paul Bennett
SSG O'Dell Wallace
SSG Brandon Shufelt
SSG Michael Scheidler
SSG Roy Allen

New England

SSG Christopher Pugh
SSG Craig Jamer
SSG Julie Grice
SSG Larry Vaught

New Orleans

SFC Geraldine Askew
SFC Micheal Swadley
SGT Brent Gautreau
SSG Danny Leak

New York City

SSG Thomas Lauchard
SGT Franklin Wallace
SSG Paul Culpepper
SSG Robert Miller
SSG Aidi Roberts

Oklahoma City

SGT Adam Mott
SGT Edward Butler
SGT Farrow Tayor
SGT Gregory Player
SGT V. Rodriguez-Torres
SSG Carlos Sanders
SSG Christopher Bottoms
SSG Corey Kell
SSG Dennis McAfee
SSG Jack Dilbeck
SSG John Goody
SSG Nievan Foster
SSG Scott George

Phoenix

SFC Douglas Burkett
SFC Guy Cooper
SFC Michael Campbell
SGT Frederick Wilkins
SGT Richard Meyer
SSG Dwayne Ernest
SGT Lynn Lucas

Pittsburgh

SGT Charles Richards
SGT Robert Dahl
SGT Russell Hawkin
SSG Michael Fitzsimmons
SSG Gavin Hutchison

Portland

SGT Jeff Deckard
SGT Kenneth Fagans
SSG Anthony Thomas
SSG Jeffery Roberts
SSG Steven Smith

Sacramento

SFC Robert Durand
SSG David Heidebrink
SSG Gregory Hurt
SSG Michael McIntosh

San Antonio

SFC Chris Vance
SSG Gregory Robinson
SSG Charles Huston

Seattle

SSG Rodney White
SSG Anthony Smith
SGT Rance Reynolds

Southern Calif.

SSG Barry Murphy
SSG Creslito Galendez
SSG Maurice Thorpe

St. Louis

SSG Frank Locascio
SSG Luis Reyes
SFC Mervin Bonner

Syracuse

SGT Gary Weber
SGT Glenn Sisco
SGT John Peryer
SGT Marvin Donawa
SGT Richard Slippy
SSG Blaine Harvey
SSG James Patterson
SSG John Amsbary
SSG Johnny Jordan
SSG Scott Jeziorowski

Tampa

SGT Malachey Sumpter
SSG Anibal Matos-Padilla
SSG Charles E. Johnson
SSG Reginald Wilson
SSG Tony Denkins

Gold Badges



Quality Volume - The Key To Our Success



Headquarters U.S. Army Recruiting Command

RSM Dec 96

1st Brigade

2nd Brigade

3rd Brigade

5th Brigade

6th Brigade

TOP TEAM MEMBER (Recruiter)

RA (BN)	SFC Sostre,R (New York City)	SSG Coslet,C (Nashville)	SSG Stobart,M (Great Lakes)	SSG Slaughter,J (New Orleans)	SSG Cutler,T (So. Cal)
USAR (BN)	SFC Monroe,D (New York City)	SFC Williams,M (Raleigh)	SSG McClain,G (Columbus)	SFC Sloan,R (New Orleans)	SFC Tounzen,R (So. Cal)

TOP TEAM (Station)

LARGE (BN)	Newport News (Baltimore)	Bayamon (Miami)	Burton (Great Lakes)	Northwest (Oklahoma City)	Aurora (Denver)
SMALL (BN)	Times Square (New York City)	Arecibo (Miami)	Evergreen (Chicago)	Cleburne (Dallas)	Vista (So. Cal)

AMEDD (HCRT)

Boston Georgia/Alabama Cleveland New Orleans So. Cal

TOP TEAM BUILDER (Company)

Long Island (BN) (New York City)	San Juan Aguadilla (Miami)	Ft Smith (Oklahoma City)	Honolulu (Portland)
Europe (Albany)			Big Horn Butte

Salt Lake City (Salt Lake City)

TOP QUALITY VOLUME BATTALION

RO/FY 97-3

"Of the troops...for the troops"

Salt Lake City

J. E. Lenhardt
ALFONSO E. LENHARDT

Major General, USA
Commanding

Answers to the Test

1. a, AR 601-210, Chap 5, para 5-81
2. a, USAREC Reg 601-56, appendix B, para b-12
3. c, USAREC Pam 350-6, Chap 3, para 3-1b
4. c, USAREC Reg 621-2, para 2-2f(2)
5. a, USAREC Reg 56-1, para 4-2
6. e, USAREC Reg 611-4, para 10a
7. b, USAREC Reg 611-4, para 10a
8. c, USAREC Reg 350-4, para 2-8a(2)
9. d, USAREC Reg 601-37, para 3-12c
10. c, USAREC Reg 601-95, para 3-1b
11. c, USAREC Reg 601-91, para 2-2a(5)(b)
12. b, STP 21-1-SMCT, pages 710-711
13. d, STP 21-1-SMCT, page 100
14. b, STP 21-1-SMCT, page 189
15. d, STP 21-1-SMCT, page 215

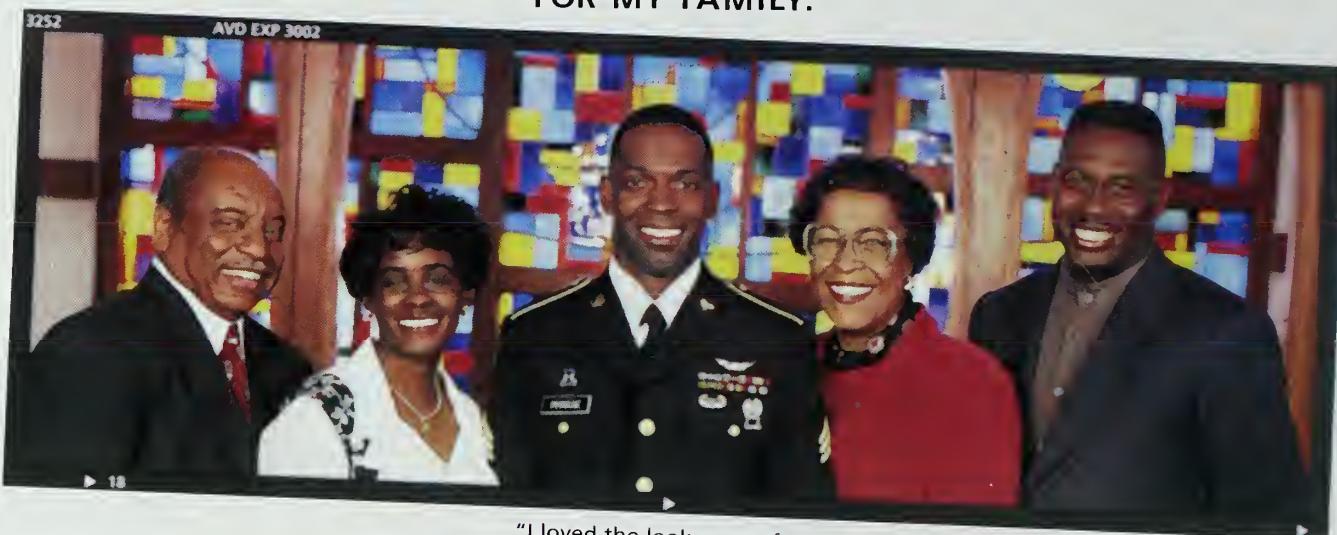
FLARE

FOR MY FUTURE.



"It's up to me to prepare for my future. And with the skills I'm learning in the Army, I'll be ready."

FOR MY FAMILY.



"I loved the look on my family's face when they saw me in my Dress Blues."

FOR ME.



"I look at what I've already done here and I know I can do anything I want to."